



**Executive Office of the President
Office of National Drug Control Policy**

**High Intensity Drug Trafficking Areas Program
2015 Report to Congress**

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EXECUTIVE SUMMARY

Pursuant to the requirements of Section 301 of the Office of National Drug Control Policy (ONDCP) Reauthorization Act of 2006, Public Law 109-469, ONDCP is providing Congress with this report on the High Intensity Drug Trafficking Areas (HIDTA) program.

This document presents a national overview of the HIDTA program, including an evaluation of each HIDTA, and addresses the following three Congressional reporting requirements in one cohesive and coordinated report:

1. Assessment of Law Enforcement Intelligence Sharing in the HIDTA Program – as required under Section 707(m), P.L. 109-469;
2. Assessment of Drug Enforcement Task Forces in HIDTAs – as required under Section 707(l)(1) P.L. 109-469; and
3. Evaluation of the HIDTA Program – as required under Section 707(k)(2), P.L. 109-469.

This Executive Summary presents a brief overview of each of the three sections responding to the reporting requirements mentioned above.

1. HIDTA Program Background Information

A central component of the *National Drug Control Strategy*, the HIDTA program coordinates and assists Federal, state, local, and tribal law enforcement agencies in each HIDTA-designated region to address regional drug threats with the purpose of reducing drug trafficking and drug production in the United States.

The HIDTA program includes 28 regional HIDTAs in 48 states, Puerto Rico, the U.S. Virgin Islands, and the District of Columbia. The Southwest Border (SWB) HIDTA comprises five regions (Arizona, California, New Mexico, South Texas, and West Texas), each of which operates in many respects as a separate entity but in partnership with the other four.

Each HIDTA is directed and guided by an Executive Board composed, in most cases, of an equal number of regional Federal and non-Federal (state, local, and tribal) law enforcement leaders. Where it is impractical for an Executive Board to consist of equal numbers of representatives of Federal agencies and state, local, and tribal agencies, a system of proxy votes or weighted votes must be used to achieve the voting balance required by the National HIDTA Program Policy and Budget Guidance and the ONDCP Reauthorization Act of 2006.

A central feature of the HIDTA program is the discretion granted to the Executive Boards to design and implement initiatives that confront the specific drug trafficking threats in each HIDTA region. This flexibility ensures that each HIDTA Executive Board can tailor its strategy and initiatives to local conditions and respond more quickly to region-specific threats.

In 2013, the most recent year for which complete data are available, HIDTA reports indicate there were 737 initiatives in the 28 HIDTAs distributed among the following categories: intelligence, enforcement, interdiction, prosecution, support, prevention, treatment, and management. These initiatives were staffed by approximately 7,400 Federal agents and criminal and intelligence analysts; 15,700 state, local, and tribal officers and criminal and intelligence analysts; and other representatives, including U.S. Attorneys, District Attorneys, and drug prevention specialists.

2. Assessment of Law Enforcement Intelligence Sharing in the HIDTA Program

This section presents an assessment of law enforcement intelligence systems providing support to and participating in the various HIDTAs. It outlines the formal processes of the HIDTA program to assess law enforcement intelligence and information sharing, including policy and budget guidance; processes for sharing Federal, state, local, and tribal law enforcement information; and measures needed to achieve effective sharing of information.

Each HIDTA capitalizes on the combined resources of the Federal, state, local, and tribal law enforcement communities. This section describes existing and planned law enforcement intelligence systems supported by each HIDTA or used by task forces receiving funding under the program. It explains the extent to which the agencies participating in each HIDTA share law enforcement intelligence information to determine current drug trafficking threats and design appropriate enforcement strategies to address the threats.

This section also outlines the basic requirements and objectives of intelligence and information sharing in the HIDTA program, including facilitating event¹ and case/subject/target² deconfliction and providing analytical support to ongoing investigations.

Further, it describes how continuing interagency cooperation among ONDCP, the Department of Justice (DOJ), Department of Homeland Security (DHS), and state, local, and tribal law enforcement agencies enhances dialogue to expand intelligence resources and capabilities.

Finally, this section articulates the measures needed to further improve effective sharing of drug trafficking and drug production information and law enforcement intelligence among Federal, state, local, and tribal law enforcement agencies participating in a HIDTA and between such agencies outside the HIDTA.

3. Assessment of Drug Enforcement Task Forces in HIDTAs

HIDTAs provide a coordination umbrella for Federal, state, local, and tribal drug law enforcement and act as neutral centers to manage, deconflict, analyze, and report on drug enforcement activities in their respective regions. This section of the report describes how the HIDTA program promotes and facilitates cooperation and collaboration among law enforcement agencies of various jurisdictions to share resources and information for the purpose of reducing drug trafficking, production, transportation, and use in the United States.

HIDTA task forces coordinate and collaborate with other drug enforcement task forces through a variety of methods. To ensure coordination, every HIDTA requires its task forces—and strongly encourages non-participating agency task forces—to deconflict targets and subjects under investigation. Deconfliction is a guiding principle of the HIDTA program that helps prevent investigations from overlapping and ensures officer safety in the field.

¹ Event deconfliction is the process of determining whether multiple law enforcement agencies are conducting an enforcement action (e.g., serving a search warrant, conducting an undercover operation, surveillance, or other high-risk activity) in close proximity to one another during a specified time period. When certain elements are matched, it is referred to as a positive hit. The process includes notifying each agency of the conflict.

²Case/subject/target deconfliction is the process of determining when multiple law enforcement agencies are investigating the same person, place, or thing. Elements of an investigation are compared and the number of matches is reported as a positive hit to verify the deconfliction. The deconfliction process includes notifying each agency of the potential conflict.

4. Evaluation of the HIDTA Program

This section presents a succinct description of each HIDTA, its responses to the Congressional reporting requirements, and an evaluation of its performance.

This section further describes the measurements used to evaluate the performance of each HIDTA in achieving the two goals established by the HIDTA program to:

1. Disrupt the market for illegal drugs by dismantling or disrupting drug trafficking (DTOs) and/or money laundering organizations (MLOs); and
2. Improve the efficiency and effectiveness of HIDTA initiatives.

It concludes with a description of the HIDTA program's accomplishments as the sum of achievements of individual HIDTA initiatives and a presentation of program-wide initiatives, including discretionary projects, performance and financial audits, and new county designations.

For a more comprehensive look at an individual HIDTA's performance in addressing specific drug threats, ONDCP upon request can provide an Annual Report, Strategy, or Threat Assessment on any specific HIDTA.

I. HIDTA PROGRAM BACKGROUND INFORMATION

Purpose

The purpose of the HIDTA program, as defined by its authorizing statute, Section 707 of the Office of National Drug Control Policy Reauthorization Act of 1998, as amended, is to reduce drug trafficking and drug production in the United States by:

- 1) Facilitating cooperation among Federal, state, local, and tribal law enforcement agencies to share information and implement coordinated enforcement activities;
- 2) Enhancing law enforcement intelligence sharing among Federal, state, local, and tribal law enforcement agencies;
- 3) Providing to law enforcement agencies reliable law enforcement intelligence needed to design effective enforcement strategies and operations; and
- 4) Supporting coordinated law enforcement strategies that maximize the use of available resources to reduce the supply of illegal drugs in designated areas and in the United States as a whole.

Program Description

The HIDTA program provides assistance to Federal, state, local, and tribal law enforcement agencies operating in areas determined to be critical drug trafficking regions of the United States.

By statute, the ONDCP Director is required, when determining whether to designate an area as a high intensity drug trafficking area, to consider the extent to which:

- 1) The area is a significant center of illegal drug production, manufacturing, importation, or distribution;
- 2) State, local, and tribal law enforcement agencies have committed resources to respond to the drug trafficking problem in the area, thereby indicating a determination to respond aggressively to the problem;
- 3) Drug-related activities in the area are having a significant harmful impact in the area and in other areas of the country; and
- 4) A significant increase in allocation of Federal resources is necessary to respond adequately to drug-related activities in the area.

There are 28 regional HIDTAs in 48 states, Puerto Rico, the U.S. Virgin Islands, and the District of Columbia. The SWB HIDTA comprises five Regions (Arizona, California, New Mexico, South Texas, and West Texas). Each SWB HIDTA Region operates in many respects as a separate entity but in partnership with the other four. The HIDTA program provides resources to Federal, state, local, and tribal agencies in each HIDTA region to carry out activities that address the specific drug threats of that region. At the local level, each HIDTA is directed and guided by an Executive Board composed, in most cases, of equal numbers of regional Federal and non-Federal (state, local, and tribal) law enforcement leaders.³ Where it is impractical for an Executive Board to consist of equal numbers of representatives of Federal agencies and state, local, and tribal agencies, a system of proxy votes or weighted votes must be used to achieve the voting balance

³ Only those agencies with at least one staff member assigned full-time in a HIDTA initiative may have a voting member on the Executive Board.

required both by the National HIDTA Program Policy and Budget Guidance and the ONDCP Reauthorization Act of 2006.

A central feature of the HIDTA program is the discretion granted to the Executive Boards to design and implement initiatives to confront the drug trafficking threats specific to their HIDTA regions. This flexibility ensures that each HIDTA Executive Board can tailor its strategy and initiatives to local conditions and can respond more quickly to address region-specific threats. Each year, every HIDTA Executive Board assesses the drug trafficking threat in its defined area; develops a strategy to address the threat; designs initiatives to implement the strategy; and proposes funding needed to carry out the initiatives in the coming year. Each HIDTA's annual strategy contains its overall performance objectives to be attained through various initiatives. After the end of a program year, the Executive Board prepares an annual report describing the HIDTA's performance against the overall objectives outlined in its strategy report for that year.

The types of initiatives designed and implemented by each HIDTA's Executive Board to address the specific drug trafficking threats in its region include:

- 1) Enforcement initiatives that engage in multi-agency investigative, interdiction, and prosecution activities targeting DTOs and MLOs, drug production organizations, drug gangs, drug fugitives, and other serious crimes with a drug nexus;
- 2) Intelligence and information-sharing initiatives that furnish intelligence (tactical, operational, and strategic), deconfliction services (event and case/subject), information collection and dissemination, and other analytical support for HIDTA initiatives and participating agencies;
- 3) Drug use prevention and drug treatment initiatives that facilitate increased coordination between the law enforcement and prevention and treatment communities to reduce drug use and its negative consequences; and
- 4) Management initiatives and support initiatives that provide assistance beyond the core enforcement and intelligence- and information-sharing initiatives (e.g., training, crime and forensic labs, information technology initiatives, and coordination initiatives).

Program-wide Initiatives

In addition to the regional HIDTA-level initiatives outlined above, the HIDTA program supports several key domestic projects identified below. These national initiatives are administered by the National HIDTA Assistance Center (NHAC) and overseen by the HIDTA Directors Committee. They have historically been financed in part through HIDTA discretionary funding.

- 1) The Domestic Highway Enforcement (DHE) program provides assistance to the HIDTAs with market disruption through a coordinated nationwide highway enforcement strategy. The DHE strategy is based on collaborative, intelligence-led policing to enhance coordinated, multi-jurisdictional operational law enforcement efforts to counter the transportation of illegal drugs on interstate highways specifically identified as drug trafficking corridors. The El Paso Intelligence Center (EPIC) supports DHE through its analysis of input provided to the National Seizure System (NSS), the DHE community website, and the Tactical Incident Notification System. ONDCP continues to support the DHE program by providing funding to NHAC for two coordinators that facilitate more than 100 corridor conference calls monthly and

- maintain the DHE input to the DHS Homeland Security Information Network (HSIN) website. NHAC further supports DHE by organizing the DHE nationwide meetings.
- 2) The National Methamphetamine and Pharmaceuticals Initiative (NMPI) assists the HIDTAs with coordination, information sharing, and training for prosecutors, investigators, intelligence analysts, and chemists. The goal is to enhance the identification of criminal targets; increase the number of chemical/pharmaceutical drug crime-related investigations and prosecutions; and curtail foreign chemical and precursor sources that are used by domestic illicit drug producers. NMPI is also tasked with addressing pharmaceuticals trafficking and diversion through intelligence sharing and training. In 2014, the initiative received \$500,000 in base funding and \$135,000 in discretionary funding.
 - 3) The National Marijuana Initiative (NMI) is a law enforcement support initiative whose mission is to detect, deter, and disrupt domestic marijuana cultivation and trafficking by coordinating investigations and interdiction operations. NMI's efforts are coordinated and closely aligned with the Public Lands Drug Control Committee (PLDCC), a Federal interagency group that aligns policies and coordinates programs to support field-level eradication, operations, investigations, and intelligence and information sharing. In 2014, the initiative received \$417,347 in base funding.

Tribal Affairs Initiatives

Drug trafficking is a significant problem in Indian Country. ONDCP has made it a priority to collaborate with tribal leadership and enhance law enforcement and prevention responses. HIDTAs are uniquely positioned to work with local and tribal communities to promote and participate in community-based drug prevention programs. ONDCP provided FY 2014 discretionary funds to the SWB New Mexico Region to assist the Rio Arriba Community Empowerment Project with prevention efforts in Rio Arriba County, NM. The project will also assist both the Pojoaque and Santa Clara tribes.

Currently six HIDTA programs are collaborating in enforcement operations and training with Tribal Nations located in the states of Arizona, New Mexico, New York, Oklahoma, Oregon, and Washington.

Prevention and Treatment Initiatives

The *National Drug Control Strategy* emphasizes a balanced approach to drug policy based on prevention, early intervention, treatment, enforcement, and international partnerships. Law enforcement agencies have substantial experience in implementing problem-oriented policing strategies and are well positioned to promote and participate in community-based drug prevention programs.

Today, prevention and treatment initiatives are an integral part of the HIDTA program. Currently, 22 regional HIDTA programs support prevention initiatives across the country, including all 5 SWB HIDTA regions. HIDTA members work with community-based coalitions and adhere to evidence-based prevention practices, such as community mobilization and organizational change.

One such initiative, SCOPE of Pain (Safe and Competent Opioid Prescribing Education) is sponsored by the New England HIDTA in partnership with the Boston University School of

Medicine and provides continuing education opportunities to physicians on safe prescribing practices. Another example is a program funded by the Northwest HIDTA in Skagit County, Washington. A multidisciplinary partnership of community coalitions, law enforcement, tribal, medical and health services providers and other agencies work together to provide prevention programs in several schools which have been significantly impacted by substance abuse.

In 2013, the Washington/Baltimore HIDTA funded 10 initiatives that provided drug treatment services to 521 individuals (offenders in the criminal justice system), with the goal of reducing their rate of recidivism. Each initiative uses the following tenets of effective treatment programming for offenders:

- 1) Initiatives clinically assess each offender and place him or her in the appropriate level of treatment.
- 2) Criminal justice and substance use treatment personnel must form partnerships in order to provide for the continuity of services and accountability.
- 3) All individuals in the programs are subject to:
 - a. frequent random urinalysis;
 - b. progressive sanctions and rewards; and
 - c. a treatment curriculum that addresses criminogenic factors of the offender's behavior.
- 4) Individuals in the programs must undergo at least six months of treatment through a full continuum of treatment services, ranging from detox to various levels of residential and outpatient treatment services.
- 5) The Washington/Baltimore 2012 Recidivism Report (latest report available) indicated that the pre- and post-treatment comparisons of arrest data for the 2012 cohort clearly indicate that the W/B HIDTA-funded treatment programs produced the desired effects within the target population. Criminal recidivism in the year following treatment was reduced significantly, regardless of whether the indicator used was the number of people arrested, the number of arrests, or the number of criminal charges filed. There was a 36% reduction from the year prior to treatment in the number of individuals arrested, a 43% reduction in the total number of arrests, and a 45% reduction in the number of criminal charges filed against the cohort members. The effects were most pronounced for drug-related crimes, which were reduced 69%.

Support Services

The NHAC, located in Miami, Florida, assists ONDCP in the administration of the HIDTA program. Services provided by the NHAC include reviewing HIDTA grant expenditures and hosting the HIDTA financial management system (FMS). FMS is a web-based application developed and maintained by the NHAC and used for budgeting and grant administration. Training and multi-media services are also provided to the HIDTAs as well as support for the DHE program, NMI, and NMPI.

II. ASSESSMENT OF LAW ENFORCEMENT INTELLIGENCE SHARING IN THE HIDTA PROGRAM

Section 707(m) of the HIDTA program’s authorizing legislation, as amended by Section 301 of the ONDCP Reauthorization Act of 2006, requires ONDCP to provide Congress with an assessment of law enforcement intelligence sharing in the HIDTA program.

Reporting Requirement

The text of the reporting requirement states:

“(m) ASSESSMENT OF LAW ENFORCEMENT INTELLIGENCE SHARING IN HIGH INTENSITY DRUG TRAFFICKING AREAS PROGRAM.— Not later than 180 days after the date of the enactment of this section, and as part of each subsequent annual *National Drug Control Strategy* report, the Director, in consultation with the Director of National Intelligence, shall submit to Congress a report—

(1) evaluating existing and planned law enforcement intelligence systems supported by each high intensity drug trafficking area, or utilized by task forces receiving any funding under the Program, including the extent to which such systems ensure access and availability of law enforcement intelligence to Federal, state, local, and tribal law enforcement agencies within the high intensity drug trafficking area and outside of it;

(2) evaluating the extent to which Federal, state, local, and tribal law enforcement agencies participating in each high intensity drug trafficking area are sharing law enforcement intelligence information to assess current drug trafficking threats and design appropriate enforcement strategies; and

(3) evaluating the measures needed to improve effective sharing of information and law enforcement intelligence regarding drug trafficking and drug production among Federal, state, local, and tribal law enforcement participating in a high intensity drug trafficking area, and between such agencies and similar agencies outside the high intensity drug trafficking area.”

HIDTA Intelligence Sharing Report

This report constitutes an evaluation of law enforcement intelligence systems providing support to and participating in the various HIDTAs. It includes information on the existing and planned law enforcement intelligence systems supported by each HIDTA or used by task forces receiving funding under the program. This report further describes the extent to which Federal, state, local, and tribal law enforcement agencies participating in each HIDTA share law enforcement intelligence information to determine current drug trafficking threats and design appropriate enforcement strategies. Finally, it articulates the measures needed to improve effective sharing of information and law enforcement intelligence regarding drug trafficking and drug production among Federal, state, local, and tribal law enforcement agencies participating in a HIDTA and between such agencies outside the HIDTA.

Basic Requirements of Intelligence and Information Sharing

Section 5 of the HIDTA Program Policy and Budget Guidance provides specific guidance and requirements for intelligence and information sharing among HIDTAs. Each HIDTA must

develop and implement at least one intelligence and information sharing initiative that focuses on collecting, evaluating, collating, analyzing, and disseminating law enforcement information and intelligence for the HIDTA. The initiative must include co-located participants from Federal and state, local, or tribal agencies. Direct access to pertinent databases is provided at the primary Investigative Support Centers (ISCs) by participating agencies in accordance with each agency's requirements for sharing information.

HIDTA intelligence and information sharing initiatives must comply with applicable Federal, state, and local regulations, including 28 CFR Part 23, "Criminal Intelligence Systems Operating Policies." HDTAs provide intelligence and information sharing services from a single primary intelligence center (the ISC) located within the HIDTA. HIDTA Executive Boards have discretion to establish additional intelligence and information sharing components to suit the specific circumstances of their HIDTA region. Further information regarding each HIDTA's intelligence and information sharing initiatives is provided in the individual HIDTA reports located in Section IV of this document.

Objectives of Intelligence and Information Initiatives

Each HIDTA ISC provides actionable intelligence, information, and analytical support to HIDTA enforcement initiatives and participating agencies. The objectives of HIDTA ISCs and ancillary intelligence and information sharing initiatives are to:

1. Provide actionable, accurate, detailed, and timely drug and criminal intelligence/ investigative information and analytical support to HIDTA enforcement initiatives, HIDTA participating agencies, and other law enforcement agencies and intelligence centers; and
2. Collect, collate, analyze, and disseminate information about offenders, crimes, and events to law enforcement agencies. In rare cases, HIDTA Executive Boards may authorize the use of the HIDTA ISCs and ancillary intelligence and information sharing initiatives to support an investigation or activity that does not have a clear connection to a drug-related crime, in accordance with the Office of National Drug Control Policy Reauthorization Act of 2006 (Public Law 109-469, Title III, SEC. 707(g)).

The core functions of HIDTA ISCs and ancillary intelligence and information sharing initiatives are:

1. Analytical services;
2. Development of drug threat assessments;
3. Intelligence products such as special assessments, bulletins, and alerts;
4. Information sharing; and
5. Deconfliction.

Analytical Support

HIDTA ISCs support drug enforcement investigative operations, track potential threats to officer safety, manage and analyze case information, and assist in preparing case reports for prosecution. They provide support through telephone toll analysis, analytical case support, operational intelligence programs, officer safety bulletins, and post-seizure analysis. Drug intelligence information submitted by HIDTA enforcement and interdiction initiatives is processed by the HIDTA ISC and returned for appropriate action to the initial investigators.

Threat Assessment

Each HIDTA is responsible for preparing an annual drug threat assessment for the designated counties in its regional area along with an appropriate law enforcement response to address the drug threat. These assessments focus heavily on recent law enforcement data and reports from the region, which include emerging drug threats.

A HIDTA Threat Assessment includes:

1. Demographics of the region.
2. An overview of the drug threat, including:
 - DTOs and their impact on the region;
 - Production and/or cultivation of illegal drugs, to include cocaine, methamphetamine, associated methamphetamine chemicals, heroin, marijuana, ecstasy, and others;
 - Transportation of illegal drugs, to include air, land, and sea threats; drug transportation activity; organizations; highway corridors; quantities and methods of transportation; and emerging transportation trends;
 - Distribution methods and trends;
 - Illicit finance activities; and
 - Crime rates and trends.

Each ISC has responsibility for creating its own HIDTA Threat Assessment based on input from its member law enforcement agencies and other resources in the region, such as public health agencies.

The Threat Assessment also includes ancillary data such as overdose statistics, property crime data, and the number of substance use treatment admissions in the area. This holistic, comprehensive approach to analyzing the drug threat provides a thorough assessment of the drug problem in a HIDTA region and benefits law enforcement, prevention, and treatment organizations as they prepare appropriate strategies to address the drug threat.

Event and Case/Subject/Target Deconfliction

A critical component of intelligence and information sharing is ensuring the safety of members of law enforcement agencies participating in the HIDTA program. Event deconfliction ensures law enforcement agencies working in close proximity of one another are immediately notified when enforcement actions are planned in a manner that threatens effective coordination or that compromises enforcement operations. Notifications of such conflicts enhance officer safety and promote the coordination of operations in a multi-agency environment. Similarly, target deconfliction alerts investigators when there is an investigatory cross-over by enforcement agencies. Notification of duplicate targets encourages investigators to share information and resources.

HIDTAs are required to provide a mechanism to deconflict targets and events within their respective regions. Several deconfliction systems are now being used by HIDTAs to accomplish this task:

- 1) Regional Information Sharing System (RISS): RISSIntel is information entered by RISS member agencies (law enforcement) into a database hosted by one of the six RISS Centers;
- 2) RISS Officer Safety Event Deconfliction System (RISSafe): a deconfliction program available to any RISS member for event and target deconfliction. Currently, 12 HIDTAs utilize RISSafe for deconfliction;
- 3) SAFETNet: an event/target deconfliction system developed, owned, and operated by a consortium of 12 HIDTAs across the country. The HIDTAs using SAFETNet are in the process of consolidating their applications within the EPIC's computing cloud. This will result in an enhanced sharing environment with the Drug Enforcement Administration (DEA) and others; and
- 4) Case Explorer: a case management, event/case deconfliction, intelligence and tip management database that is owned and administered by the Washington/Baltimore HIDTA (15 HIDTAs currently use Case Explorer for deconfliction).

As noted above, HIDTAs currently use SAFETNet, Case Explorer, and RISSafe for deconfliction. Each system can deconflict events, cases, subjects, and targets. The interoperability of these systems is an issue that continues to be addressed. Thus, each system is being examined to determine its ability to query the other systems in real time. Work is underway to ensure that the three systems perform in an interoperable manner with each other and is expected to be completed in early 2015.

Intelligence and Information Sharing

Intelligence- and information-sharing initiatives continuously validate the regional drug threat and ensure the proper focus of a HIDTA's regional strategy. The Threat Assessment is primarily used to allocate operational law enforcement task forces, initiatives, and resources to address the illegal drug threat in the designated region. This process is continually updated based on the threat. HIDTAs have the flexibility to allocate resources in a way that ensures the most effective enforcement.

“Actionable intelligence and information”, a term that has been used in the law enforcement community for several years, is the foundation of the HIDTA intelligence architecture. Simply stated, it refers to the use of information that is analyzed by trained intelligence analysts to drive and/or direct criminal investigations. HIDTA ISCs and post-seizure analysis teams are able to analyze the information they collect, determine associations with related cases, and identify new targets and trends, which inform investigations.

In addition to the annual Threat Assessment, many HIDTAs prepare regular bulletins, alerts, and newsletters that are widely distributed throughout the HIDTA program. Specific intelligence products may:

- 1) Identify links between DTOs, which are then relayed to law enforcement personnel for the targeting, investigation, and disruption or dismantlement of identified DTOs;
- 2) Cluster arrests involving similar drug packaging/stamps, e.g., heroin brand names, or links to previous arrests through database research and alert law enforcement;
- 3) Evaluate geographic commonalities by graphic depiction in maps to project areas in need of increased enforcement; or

- 4) Provide reviews and weekly progress reports on ongoing projects/investigations, as well as drug-related information found beyond HIDTA resources.

Details of Information Sharing Collaboration

Continuing interagency cooperation has enhanced dialogue among ONDCP, DOJ, DHS, and state, local, and tribal law enforcement agencies to expand our intelligence resources and capabilities. The HIDTA program currently funds 32 primary ISCs and 27 ancillary operational intelligence- and information-sharing initiatives. At least one ISC is located in each regional HIDTA.

Continued cooperation among Federal, state, local, and tribal partners has enhanced the efficiency and effectiveness of intelligence collection, analysis, and dissemination of investigative data. Currently, nine state and major urban area fusion centers⁴ and HIDTA ISCs are co-located and jointly share and analyze information across an all-crimes spectrum. Law enforcement agencies at these centers leverage intelligence resources and analytic expertise, integrate information sharing in disparate databases, perform deconfliction for investigative data involving multiple agencies, and serve the national effort to mitigate crime and other threats.

ONDCP and the HIDTA Intelligence Committee continue to work with the DHS Office of Intelligence and Analysis (DHS I&A) and the Office of the Program Manager for the Information Sharing Environment (PM-ISE) to identify the best practices that have led to successful information-sharing and deconfliction capabilities between HIDTA ISCs and fusion centers. To enhance partnerships and leverage resources and data sharing, ONDCP and DHS I&A have worked to foster cooperation by facilitating joint attendance at training events and informational meetings, such as the HIDTA ISC Managers Meetings, the DHS sponsored Fusion Center Leadership Program, and analyst training courses.

Additionally, in order to foster opportunities for analysts to share information and develop joint products, DHS I&A and ONDCP sponsor training opportunities for fusion center and HIDTA ISC analysts. In the upcoming year, the DHE annual meeting and the DHS I&A sponsored Specialized Analytic Seminar Series training events will include participants from HIDTAs, fusion centers, and RISS centers.

Of special note is that the HIDTA DHE program has an information sharing website hosted by HSIN, and participation has exceeded expectations. This increased cooperation has led to enhanced collaboration among these complementary information sharing entities.

HIDTA ISCs, through their participating agencies, have access to systems that enable them to securely share information with intelligence components in their regions and with other HIDTAs. These systems may include Federal and state law enforcement information sharing systems, as well as numerous databases from departments of motor vehicles, county prosecution offices, sheriffs' offices, city police departments, and parole offices. ONDCP will continue to encourage increased intelligence sharing through DEA's Special Operations Division and Internet Connectivity Endeavor (DICE). In order to ensure information integrity and security, HIDTAs maintain and enforce security rules and practices required by the agencies providing the

⁴ State and major urban area fusion centers are owned and operated by state and local entities, and serve as focal points within the state and local environment for the receipt, analysis, gathering, and sharing of threat-related information between the Federal government and state, local, tribal, territorial (SLTT) and private sector partners.

information. In addition, HIDTAs make use of firewalls that conform to industry standards for encryption and security.

Evaluation of Existing and Planned Law Enforcement Intelligence Systems

Section 11 of the HIDTA Program Policy and Budget Guidance provides specific guidance and requirements for the program review of all HIDTAs, including the intelligence and information sharing initiatives. ONDCP reviews of individual HIDTAs are conducted in three phases:

1. Annual reviews by HIDTA Executive Boards and ONDCP of the budget request documentation (Threat Assessment, Strategy, Initiative Description and Budget Proposals, and Annual Report) submitted by each HIDTA;
2. Internal Program Reviews, which each HIDTA is required to conduct annually; and
3. Periodic ONDCP-led reviews conducted on-site at the HIDTA's location. The program review process addresses the HIDTA's performance and financial management.

Intelligence and Information Sharing Committee

The HIDTA Directors established a HIDTA Intelligence and Information Sharing Committee in calendar year 2000. The Committee currently consists of nine HIDTA Directors and an ISC Manager. This Committee addresses challenges and arising issues in intelligence and information sharing and deconfliction. The Committee may establish working groups to assist in its work and may request assistance from intelligence program managers, information technology specialists, and others from the HIDTAs. The Committee has quarterly teleconference updates and coordination meetings, as well as an annual meeting held in conjunction with the ISC Managers Meeting to discuss strategic initiatives.

There are currently 58 operational intelligence- and information-sharing initiatives in the HIDTA program, including 32 primary ISCs and 27 ancillary information-sharing initiatives. Each HIDTA ISC capitalizes on the combined resources of the Federal, state, local, and tribal law enforcement communities. In FY 2013, approximately \$45.5 million was budgeted by the HIDTAs for intelligence and information sharing. This funding enables the HIDTA program to have a robust and well-established system for sharing information and intelligence within each HIDTA, between the various regional HIDTAs, and with many law enforcement agencies not participating in HIDTA.

III. ASSESSMENT OF DRUG ENFORCEMENT TASK FORCES IN HIDTAS

Section 707(l)(1) of the HIDTA program's authorizing legislation, as amended by Section 301 of the ONDCP Reauthorization Act of 2006, requires ONDCP to provide Congress with an assessment of drug enforcement task forces in HIDTAs.

Reporting Requirement

The text of the reporting requirement states:

“(l) ASSESSMENT OF DRUG ENFORCEMENT TASK FORCES IN HIGH INTENSITY DRUG TRAFFICKING AREAS.— Not later than one year after the date of enactment of this subsection, and as part of each subsequent annual National Drug Control Strategy report, the Director shall submit to Congress a report—

(1) assessing the number and operation of all Federally funded drug enforcement task forces within each high intensity drug trafficking area; and

(2) describing—

(A) each Federal, state, local, and tribal drug enforcement task force operating in the high intensity drug trafficking area;

(B) how such task forces coordinate with each other, with any high intensity drug trafficking area task force, and with investigations receiving funds from the Organized Crime and Drug Enforcement Task Force;

(C) what steps, if any, each such task force takes to share information regarding drug trafficking and drug production with other Federally funded drug enforcement task forces in the high intensity drug trafficking area;

(D) the role of the high intensity drug trafficking area in coordinating the sharing of such information among task forces;

(E) the nature and extent of cooperation by each Federal, state, local, and tribal participant in ensuring that such information is shared among law enforcement agencies and with the high intensity drug trafficking area;

(F) the nature and extent to which information-sharing and enforcement activities are coordinated with joint terrorism task forces in the high intensity drug trafficking area; and

(G) any recommendations for measures needed to ensure that task force resources are utilized efficiently and effectively to reduce the availability of illegal drugs in the high intensity drug trafficking areas.”

Federal Task Force Report

Multi-jurisdictional task force teams are the backbone of counterdrug enforcement efforts. The HIDTA program brings together Federal, state, local, and tribal law enforcement agencies into co-located, co-mingled task force teams to conduct joint investigations for the disruption and dismantlement of drug trafficking and money laundering organizations. HIDTA task force teams collaborate with each other, as well as with non-HIDTA entities, and implement strategies to pool resources and share information. This focuses limited resources on significant threats and strengthens their ability to identify and destabilize interconnected national and transnational criminal networks. This planning and collaboration enhances the safety of the officers involved. HIDTA initiatives also serve to reduce duplicative efforts and promote collaboration by capitalizing on participating agency subject matter specializations and best practices.

In addition to funding interagency investigative teams, the HIDTA program funds other types of task force initiatives to support investigative efforts. Examples include intelligence and information sharing, drug interdiction, technical support, crime/forensic lab programs, prosecution initiatives, and training initiatives.

Regardless of the method of funding for the participating task forces, the 28 HDTAs provide a coordination umbrella for Federal, state, local, and tribal drug law enforcement efforts by fostering a strategy-driven, systemic approach to integrate and synchronize efforts; facilitate efficiency, effectiveness, and cooperation among and between various agencies; and focus on outcomes and impacts. Using both formal and informal methods of coordination among drug enforcement task forces, the HDTAs act as neutral centers to manage, deconflict, analyze, and report on drug enforcement activities in their respective regions. Informally, HDTAs coordinate and collaborate with other drug enforcement task forces through a variety of methods, including drug unit commander meetings, law enforcement coordinating committees, the Department of Justice's Organized Crime Drug Enforcement Task Forces (OCDETF) case review and coordination meetings, law enforcement conferences, weekly intelligence bulletins, quarterly newsletters, and training opportunities. For example, HDTAs regularly make training available to area drug unit personnel, including non-HIDTA participating agencies. These trainings enhance investigative capability and promote communication, cooperation, and a strong cohesion among investigators.

To ensure coordination among HIDTA and non-HIDTA task forces, every HIDTA ensures that its participating agencies' task forces deconflict targets and subjects under investigation. Deconfliction is a guiding principle of the HIDTA program and ensures investigations do not overlap. By informing agencies when critical activities associated with fluid enforcement operations occur in close proximity to one another and could result in conflict, deconfliction services protect law enforcement officers in the field. Investigators and their managers can then determine the most prudent course of action for the investigation.

The sharing of intelligence and information is essential to coordinated and effective operations. Each HIDTA must have at least one intelligence and information sharing initiative, namely an ISC. ISCs are staffed by representatives of participating agencies who have direct on-site access to their agencies' information databases. ISCs are designed to develop intelligence, share information, and provide deconfliction and technical support to enforcement initiatives. They support and manage the reporting, analysis, and dissemination of case management and threat-related information, and work with all law enforcement agencies in the HIDTA region in preparing the required annual threat assessment and strategy documents for their specific HIDTA. ISCs also share documents and threat information with national intelligence centers, such as EPIC. Terrorism-related information and/or investigative leads are turned over to the Federal Bureau of Investigation (FBI)-led Joint Terrorism Task Forces (JTTF).

In Section IV of this report, individual HDTAs provide descriptions of Federal, state, local, and tribal drug enforcement task forces operating in their regions as well as an explanation of their efforts.

Example of a Successful Operation by a HIDTA Task Force

In June 2008, Homeland Security Investigations, New York Field Office, El Dorado Task Force Financial (EDTF) Group III initiated "Operation Money Trail," an OCDETF investigation targeting money brokers of the COMBA organization based in Cali, Colombia. EDTF Group III received information regarding a money laundering organization operating between New York City and Cali indicating that the brokers were utilizing various money laundering techniques (Bulk Cash, Black Market Peso Exchange Wire Transfers, Stored Value Cards) to launder narcotics proceeds for the COMBA organization. From June 2008 thru March 2013, EDTF Group III coordinated a total of 45 undercover money pickups. At the direction of EDTF Group III and in coordination with the respective HSI Domestic and Attaché Offices, the undercover money pickups took place in New York, New Jersey, Atlanta, Houston, Los Angeles, Chicago, Miami, Tampa, Boston, and Mexico City. This long term international effort concluded in 2013. They were recognized for their efforts by the U.S. Treasury Financial Crimes Enforcement Network FINCEN for investigative efforts in May 2015.

In February 2009, the U.S. Attorney's Office, Eastern District of New York, submitted a Mutual Legal Assistance Treaty to intercept the organization's phone lines in Colombia. From February 2009 thru March 2013, EDTF members in conjunction with HSI Bogota Attaché Colombian National Police Vetted Unit monitored over 250 judicialized wire intercepts targeting phones being utilized by members of the organization operating in Cali. Based on the information derived from the wire intercepts and subsequent physical surveillance in Cali by the Colombian National Police Vetted Unit, the investigation identified 17 money brokers operating out of the "El Diamante" business center located in Cali. The intercepted calls revealed that the organization was laundering narcotics proceeds in numerous cities in the United States, Mexico, Europe, Canada, Central America, and the Dominican Republic. In May 2011, based on information derived from the wire intercepts in Colombia, EDTF Group III and the Colombian National Police Vetted Unit identified intercepted phone calls involving money movements in Mexico. EDTF Group III forwarded the pertinent calls and phone numbers to the HSI Mexico City Attaché Office and, based on this information, the Mexican National Police initiated judicialized wire intercepts on the organization's members based in Mexico. These intercepts and subsequent surveillances have led to the identification of Mexico-based members of the organization as well as possible stash locations and bulk cash/narcotics smuggling routes within Mexico.

In September 2012, the Grand Jury for the Eastern District of New York indicted 14 money brokers for violations of 18 USC § 1956, Money Laundering. On March 14, 2013, EDTF Group III in conjunction with HSI Bogota Attaché Office and the Colombian National Police conducted a joint international takedown which resulted in the arrests of 13 high-level money brokers in Cali pursuant to Provisional Arrest Warrants issued out of the Eastern District of New York. Two of the money brokers have been extradited from Colombia and 11 are pending extradition to the United States to face charges.

This investigation involved the close coordination and unique investigative abilities of multiple Federal, state, local and foreign law enforcement agencies which resulted in the dismantlement of a large-scale money laundering organization operating between the United States and Colombia.

To date, due to the diligence and perseverance of all the involved law enforcement agencies, this investigation has resulted in the arrest and indictment of 46 members of this money laundering organization, including 14 high-level Colombian money brokers. The Money Trail investigation has also resulted in the conviction of 22 organizational members, which includes one high-level money broker. The investigation has resulted in the seizure of \$6,566,551.31 of U.S. currency, 214,798,000 Colombian pesos, 52.5 kilograms of heroin, 32 kilograms of cocaine, 63 pounds of marijuana, 5 firearms, and 8 vehicles to date.

The El Dorado Task Force was able to utilize its specialized financial investigative techniques to further the investigation in order to successfully infiltrate and dismantle this money laundering organization. Based on the information gleaned from the Money Trail investigation, EDTF members have initiated new investigations targeting money laundering organizations operating between the United States and overseas.

IV. EVALUATION OF THE HIDTA PROGRAM

Section 707(k)(2) of the HIDTA program’s authorizing legislation, as amended by Section 301 of the ONDCP Reauthorization Act of 2006, P.L. 109-469, requires ONDCP to provide Congress with an annual evaluation of HIDTA performance. The requirements of this section are contained below. To meet these requirements, this report includes, for each HIDTA, a description of its purposes and objectives and an evaluation of its performance.

Reporting Requirement

The text of the reporting requirement states:

“(k) EVALUATION.—

“(2) EVALUATION OF HIDTA PROGRAM AS PART OF NATIONAL DRUG CONTROL STRATEGY.—For each designated high intensity drug trafficking area, the Director shall submit, as part of the annual National Drug Control Strategy report, a report that—

“(A) describes—

“(i) the specific purposes for the high intensity drug trafficking area;
and

“(ii) the specific long-term and short-term goals and objectives for the high intensity drug trafficking area; and

“(B) includes an evaluation of the performance of the high intensity drug trafficking area in accomplishing the specific long-term and short-term goals and objectives identified under paragraph (1)(B).

Measurements Used to Evaluate the Performance of Each HIDTA

ONDCP has established two goals for the HIDTA program to address program effectiveness, efficiency, and management. The first goal is to disrupt the market for illegal drugs by dismantling or disrupting drug trafficking and/or money laundering organizations. The second goal is to improve the efficiency and effectiveness of HIDTA initiatives. These goals reflect the continued refinement of the process ONDCP has developed to manage and measure HIDTA performance.

To demonstrate its efforts toward accomplishing the first goal, each HIDTA must collect and enter information into the HIDTA Performance Management Process (PMP)⁵ database. The database tracks the number of DTOs and MLOs, including Consolidated Priority Organization Target List (CPOT)-related DTOs and MLOs known to operate in its region. On a quarterly basis, each HIDTA must report in the PMP database changes in the status of a DTO/MLO, including when a DTO/MLO has been disrupted or dismantled, as well as quantities and wholesale values of drugs and drug-related assets seized.

⁵ The PMP system, which became fully operational in 2005, was developed as a data collection tool to validate HIDTA effectiveness and help evaluate the performance of the HIDTA program.

The second goal ensures that HIDTAs are not only striving to meet the first goal, but they are doing so in an efficient manner. To measure this, ONDCP focuses both on relevant training provided to HIDTA task force officers and on each HIDTA's level of participation in information sharing. Measures include the number of students trained in each of the four HIDTA training categories (Enforcement, Analytical Support, Management, and Demand Reduction). In addition, HIDTAs are required to send follow-up surveys to each student six months after the training has been completed. A HIDTA's information sharing accomplishments are measured by the number of event deconflictions processed by the ISC, the number of leads the HIDTA initiatives and the ISC provide to other HIDTAs or to law enforcement agencies not participating in the HIDTA, and the number of cases that received analytical support from the ISC or from an analyst imbedded in an enforcement initiative.

Reporting Requirements Needed to Evaluate Performance

Each HIDTA is required to provide the following reports pertaining to the geographic area it serves:

- 1) **Threat Assessment:** A Threat Assessment is an annual analysis of drug trafficking and related activities taking place in a HIDTA region. Its primary purpose is to provide a basis for the development of a HIDTA's Strategy by identifying and describing the organizations that manufacture, cultivate, import, transport, or distribute illegal drugs in the region. The Threat Assessment must also specifically identify and describe those drug trafficking activities taking place in the HIDTA region that affect other parts of the United States.
- 2) **HIDTA Strategy:** Using the two HIDTA program goals as starting points, the HIDTA produces a Strategy that reflects the drug threats identified in its Threat Assessment and the HIDTA's plan to address these threats.
- 3) **Initiative Budget Proposals:** Each HIDTA must submit Initiative Description and Budget Proposals identifying the activities that will be undertaken to implement its Strategy during the upcoming program year. These proposals must include: (a) realistic annual funding needs for each initiative; (b) specific quantitative performance targets; and (c) sufficient detail for ONDCP to assess whether the proposed initiatives are consistent with the HIDTA's Strategy and are likely to achieve the performance targets stated therein. The documents also report on the initiative's progress in achieving prior year performance targets. Individual HIDTA strategy documents are available upon request.
- 4) **Annual Report:** Each HIDTA must produce an Annual Report that describes activities and progress in implementing the goals of its Strategy. The Annual Report must document how the HIDTA met its performance targets for the applicable program year.

The Annual Report, Threat Assessment, and Strategy are focused on the DTOs and MLOs identified in the PMP database. ONDCP uses data drawn from the PMP database to assess the performance of each HIDTA.

HIDTA Initiative Accomplishments

Program achievements for 2014 will be available once data have been fully collected and analyzed in summer 2015. For 2013, the most recent year for which complete data are available, HIDTA reports indicate there were 737 initiatives in the 28 HIDTAs distributed among the following categories: intelligence, enforcement, prosecution, interdiction, support, prevention, treatment, and management.⁶ These initiatives were staffed by approximately 7,400 Federal agents and criminal and intelligence analysts; 15,700 state, local, and tribal officers, criminal and intelligence analysts; and other representatives, including U.S. Attorneys, District Attorneys, and drug prevention specialists.

In 2013, HIDTA initiatives identified 9,035 DTOs operating in their areas of responsibility and reported disrupting or dismantling 3,136 organizations, of which 524 were OCDETF designated cases. Nearly two-thirds (63%) of the disrupted or dismantled DTOs were determined to be part of multi-state or international operations. In the process, HIDTA initiatives removed significant quantities of drugs from the market (see table below) and seized over \$780.0 million in cash and \$349.3 million in non-cash assets from drug traffickers (\$1.1 billion total). HIDTA criminal and intelligence analysts provided analytical support to 27,575 investigations. PMP data further indicate that 44 percent of HIDTAs achieved an average cost per DTO disruption or dismantlement below the program average of approximately \$69,000.

Quantities of Drugs Removed from the Marketplace by HIDTA Initiatives in 2013	
Drugs Seized	Kilograms
Marijuana	1,499,840
Marijuana Plants-Outdoors ⁷	1,305,711
Marijuana Plants- Indoors	108,188
Cocaine Powder	50,161
Crack Cocaine	172
Methamphetamine	7,575
Crystal Methamphetamine (Ice)	7,464
Heroin	3,187
<i>Source: Office of National Drug Control Policy, HIDTA Performance Management Process (PMP) Database, data retrieved November 13, 2014</i>	

⁶ Initiatives are activities that implement aspects of an individual HIDTA's Strategy to address the national and regional drug threats in the designated HIDTA region.

⁷ As reported in the HIDTA PMP database, 1 marijuana plant is equivalent to 0.45 kilogram.

Individual HIDTA Reports

To address the specific reporting requirements, individual HIDTA reports are provided beginning on page 23. These reports are succinct descriptions of the individual HIDTAs and their responses to the Congressional report requirements. For a more comprehensive look at any particular HIDTA's performance in addressing specific drug threats, ONDCP will, upon request, provide an Annual Report, Strategy, or Threat Assessment. Each of the individual HIDTA reports contains the following sections:

Purpose and Goals

Per the reporting requirement in Sec. 707(k)(2)(A) of the HIDTA program authorizing legislation, this section highlights the specific purpose and mission for the HIDTA.

Strategy

Per the reporting requirement in Sec. 707(k)(2)(B) of the HIDTA program authorizing legislation, this section highlights the specific long-term goals and objectives for the HIDTA.

Location

This section identifies the geographical location of the HIDTA, including the HIDTA-designated counties in its area of responsibility.

Initiatives

This section highlights the types and numbers of initiatives in the HIDTA. Initiatives are considered activities that implement portions of the HIDTA's Strategy, as opposed to an organization of activities or investigative efforts.

Short-Term Objectives

Per the reporting requirement in Sec. 707(k)(2)(B) of the HIDTA program authorizing legislation, this section highlights the specific short-term goals and objectives for the HIDTA. These are presented as follows:

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred

Year: The numbers provided in the respective categories reflect the performance targets projected by each HIDTA for 2014 and not actual results from 2014. Individual HIDTAs are not required to submit 2014 results until June 2015.

DTOs Expected to be Disrupted/Dismantled: A DTO is an organization consisting of five or more persons: (1) that has a clearly defined chain-of-command; and (2) whose principal activity is to generate income or acquire assets through a continuing series of illegal drug production, manufacturing, importation, transportation, or distribution activities. An organization is

“dismantled” when its leadership, financial base, and supply network are incapable of operating and/or reconstituting themselves. An organization is “disrupted” when the normal and effective operation of the organization is impeded, as indicated by changes in organizational leadership and/or changes in methods of financing, transportation, distribution, communications, or drug production. There is no precise way to calculate or measure whether a DTO/MLO is disrupted. This is a subjective assessment made by the case agent or initiative supervisor.

Target Return on Investment - Assets: Return on Investment (ROI) for assets is the ratio between the value of cash and non-cash assets seized and the amount of HIDTA funds budgeted for all activities other than treatment, prevention, and/or research and development.

Target Return on Investment - Drugs: ROI for drugs is the ratio between the wholesale value of drugs seized and the amount of HIDTA funds budgeted for all activities other than treatment, prevention, and/or research and development.

Number of Investigations Expected to be Provided Analytical Support: Analytical support means services an analyst provides to support an investigation, such as Crime Pattern Analysis (showing information relating to a series of crimes), Financial Analysis (showing connections between bank accounts and individuals or entities), Association/Link/Network Analysis (showing relationships or connections among people and organizations involved in a criminal activity), and Commodity Flow Analysis (showing the flow of goods, currency, or services relating to a criminal act, among people, organizations, or businesses).

Number of Initiative Leads Expected to be Referred: A lead is the provision of sufficient information to another HIDTA or to a non-HIDTA entity for the purpose of enabling the other HIDTA or the non-HIDTA entity to conduct an independent investigation; it does not matter if, or when, an independent investigation is opened.

Threat Assessment

As required by Sec. 707(m)(2) of the HIDTA program authorizing legislation, this section highlights the drug threat in the HIDTA region. While each HIDTA provides an in-depth Threat Assessment annually, this section includes a short overview of the drug trends and threats in the HIDTA region. These assessments are developed through cooperation among Federal, state, local, and tribal law enforcement.

Intelligence Initiatives

As required by Sec. 707(m) of the HIDTA program authorizing legislation, this section identifies the HIDTA Intelligence Initiatives in its region. Each HIDTA must have at least one intelligence and information sharing initiative that is responsible for developing information and intelligence collection requirements and for collecting, evaluating, collating, analyzing, and disseminating law enforcement information and intelligence for the HIDTA program. These initiatives are required to have participants from Federal and state, local, or tribal agencies.

Task Forces Operating in the HIDTA Region

As required by Sec. 707(l) of the HIDTA program authorizing legislation, this section includes a list of Federal, state, local, and tribal drug enforcement task forces operating in the HIDTA region and their locations.

Task Force Coordination

As required by Sec. 707(l) of the HIDTA program authorizing legislation, this section describes how task forces coordinate with each other; the steps taken to share information among task forces; the role of the HIDTA in coordinating information sharing; the extent of current cooperation among participants; the extent of information sharing with JTTFs; and any recommendations for ensuring effective and efficient use of task force resources.

HIDTA Evaluation

As required by Sec. 707(k)(2)(B) of the HIDTA program authorizing legislation, ONDCP provides an evaluation of the performance of each HIDTA in accomplishing its goals and objectives. It should be noted that the number of DTOs disrupted or dismantled is affected by developing cases, varying levels of DTOs, national and international scope of investigations, differing levels of sophistication and size of DTOs, and the ability to acquire resources. Performance data included in this section is provided by the HIDTA in its Annual Report and in the PMP database.

The individual HIDTA reports begin on the next page.

Appalachia HIDTA – Designated in 1998

Executive Director – Frank Rapier

Purpose and Goals

The goal of the Appalachia HIDTA (AHIDTA) is to measurably reduce the production and trafficking of illegal drugs and drug-related violent crime impacting the region and other areas of the United States. While marijuana cultivation was traditionally the most significant drug threat in the region, it has taken a backseat to both the epidemic of prescription drug abuse and the rising heroin threat. For example, Kentucky experiences approximately 82 overdose deaths a month. Tennessee, the only state with mandatory reporting of infants born with neonatal abstinence syndrome, recorded more than 1,000 births of infants with neo-natal abstinence syndrome in 2013. A comparison by *Forbes* Magazine of filled Schedule II and Schedule III narcotics prescriptions to state population finds Tennessee (1st), West Virginia (2nd), and Kentucky (4th) among the most medicated states in the country. West Virginia has the dubious distinction of ranking number one in the Nation in per capita overdose deaths, largely due to opioids. The AHIDTA also responds to the threats posed by the illicit trafficking and use of other drugs. The development of cooperative, multijurisdictional law enforcement efforts involving AHIDTA-funded and non-AHIDTA-funded resources is central to addressing AHIDTA's threats.

Strategy

AHIDTA is instrumental in fostering cooperation and collaboration among Federal, state, and local law enforcement agencies. The Executive Board develops and manages the AHIDTA Strategy and its initiatives, focusing resources at the region's primary drug threats and ensuring the achievement of desired outcomes. The AHIDTA Strategy and initiatives are designed to target drug cultivation, distribution, drug-related violent crime, and to reduce drug use. The Executive Board is dedicated to facilitating cooperation and strengthening the relationships of the participating law enforcement agencies, which include 7 United States Attorneys' Offices (USAOs), 8 Federal agencies, 14 state agencies, and nearly 100 local agencies. The board's efforts help to achieve common goals and respond to current drug threats effectively.

Location

AHIDTA operates out of London, Kentucky. It encompasses the following counties in four states:

- Kentucky (31 counties): Adair, Bell, Breathitt, Clay, Clinton, Cumberland, Floyd, Harlan, Hardin, Jackson, Jefferson, Knott, Knox, Laurel, Lee, Leslie, Letcher, Madison, McCreary, Magoffin, Marion, Nelson, Owsley, Perry, Pike, Pulaski, Rockcastle, Taylor, Warren, Wayne, and Whitley;
- Tennessee (31 counties): Bledsoe, Bradley, Campbell, Claiborne, Clay, Cocke, Cumberland, Fentress, Franklin, Grainger, Greene, Grundy, Hamblen, Hamilton, Hawkins, Jackson, Jefferson, Knox, Macon, Marion, Overton, Pickett, Putnam, Rhea, Roane, Scott, Sequatchie, Sevier, Unicoi, Washington, and White.
- Virginia (5 counties): Dickenson, Lee, Scott, Tazewell, and Wise;

- West Virginia (18 counties): Boone, Brooke, Cabell, Hancock, Harrison, Kanawha, Lincoln, Logan, Marshall, Mason, McDowell, Mercer, Mingo, Ohio, Putnam, Raleigh, Wayne, and Wyoming.

Initiatives

AHIDTA has 33 initiatives: 1 management, 1 intelligence, 1 training, 1 prevention, and 29 investigation/interdiction/eradication initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	103	\$2.27	\$155.71	217	960

Threat Assessment

The AHIDTA region encompasses one of the predominant marijuana production areas in the United States. Additionally, AHIDTA is faced with serious threats from heroin, cocaine, and synthetic substances trafficking and use, methamphetamine production and use, prescription drug diversion, and drug-related violence.

Heroin distribution and use arguably pose one of the most significant threats to the people in the AHIDTA area, and have grown significantly since calendar year 2011. Heroin-related emergency department visits have risen nationally, and areas of the AHIDTA region are seeing significant increases in heroin-related overdose deaths as opposed to pharmaceutical drug-related overdose deaths. Despite controls on the amounts of pseudoephedrine products individuals may purchase, the production and use of methamphetamine remain a notable threat to the region. Although the threat posed by diversion and misuse of pharmaceutical drugs has decreased due to the emergence of heroin to the marketplace, abuse is still prevalent in all four states and drug-related crime is still significantly impacted by pharmaceutical drug abuse and addiction. Drug Trafficking Organizations operating in the AHIDTA region are primarily Caucasian (prescription drugs, cocaine, marijuana, and methamphetamine), followed by African-American (cocaine, crack cocaine, heroin, and pharmaceutical drugs), and Mexican/Mexican-American (cocaine, heroin).

Intelligence Initiatives

The AHIDTA Investigative Support Center (ISC) is located in London, Kentucky, with supporting components in Tennessee and West Virginia. The ISC facilitates the sharing of information among AHIDTA participants concerning organizational structures, introduction and distribution modi operandi, and other related intelligence on drug traffickers. Further, the ISC provides organizational analysis, assists in court preparation, and leads interagency efforts in the preparation of the annual Threat Assessment. The ISC also facilitates one of the most critical components and services to its participants by way of event/subject deconfliction. Deconfliction is a critical element of officer safety. Additionally, the ISC prepares intelligence products, assists in the preparation of management reports, coordinates the sharing and dissemination of

intelligence data and information, and responds to requests for information from Federal, state, and local entities.

Overall, the ISC promotes efficiency and effectiveness of AHIDTA initiatives and participants by facilitating communication, collaboration, and information sharing.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the AHIDTA region. Multiple AHIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATION
The Beckley-Raleigh Drug and Violent Crime Unit (HIDTA)	Beckley, WV
Southwest Virginia Drug Task Force (HIDTA)	Big Stone Gap, VA
Bowling Green Warren County Drug Task Force (HIDTA)	Bowling Green, KY
Second Judicial Drug and Violent Crime Task Force	Blountville, TN
West Virginia DEA HIDTA Task Force (HIDTA)	Charleston, WV
Southern Regional Drug and Violent Crime Task Force (HIDTA)	Bluefield, WV
Metropolitan Drug Enforcement Network Team (HIDTA)	Dunbar, WV
Tennessee Methamphetamine Task Force	Chattanooga, TN
DEA South Tennessee Task Force (HIDTA)	Chattanooga, TN
Chattanooga Safe Streets Violent Crime Task Force (FBI)	Chattanooga, TN
Columbia Drug Task Force (HIDTA)	Columbia, KY
Thirteenth Judicial Drug and Violent Crime Task Force	Cookeville, TN
TBI Middle Tennessee Task Force (HIDTA)	Cookeville, TN
Greater Hardin County Narcotics Task Force (HIDTA)	Elizabethtown, KY
Third Judicial Drug and Violent Crime Task Force	Greeneville, TN
Fifteenth Judicial Drug and Violent Crime Task Force	Hartsville, TN
Hazard Investigative Initiative (HIDTA)	Hazard, KY
Huntington Violent Crimes & Drug Task Force (HIDTA)	Huntington, WV
Eighth Judicial Drug and Violent Crime Task Force	Jacksboro, TN
Twelfth Judicial Drug and Violent Crime Task Force	Jasper, TN
First Judicial Drug and Violent Crime Task Force	Johnson City, TN
DEA Upper East Tennessee Task Force (HIDTA)	Johnson City, TN
Ninth Judicial Drug Task Force	Kingston, TN
Sixth Judicial Drug Task Force	Knoxville, TN
DEA Rocky Top Task Force (HIDTA)	Knoxville, TN
Domestic Highway Enforcement Interdiction Plus (HIDTA)	Knoxville, TN
FBI Rocky Top Task Force (HIDTA)	Knoxville, TN
Knoxville HQ Safe Streets Task Force (FBI)	Knoxville, TN

FEDERALLY FUNDED TASK FORCES	LOCATION
U.S. 119 Task Force (HIDTA)	Logan, WV
DEA London Task Force (HIDTA)	London, KY
Southeast KY OCDETF/Public Corruption Task Force (HIDTA)	London, KY
Kentucky Eradication Initiative (HIDTA)	London, KY
Operation UNITE Drug Task Force	London, KY
AHIDTA Diversion Enforcement Task Force (HIDTA)	London, KY
Appalachia Parcel Interdiction (HIDTA)	Louisville, KY
Louisville Metro Narcotics Task Force (HIDTA)	Louisville, KY
Fourteenth Judicial Drug and Violent Crime Task Force	Manchester, TN
Marshall County Drug Task Force (HIDTA)	Moundsville, WV
Cumberland River Drug Task Force (HIDTA)	Pineville, KY
Fourth Judicial Drug and Violent Crime Task Force	Sevierville, TN
West Virginia Eradication Initiative (HIDTA)	South Charleston, WV
Hancock Brooke Weirton Drug and Violent Crime TF (HIDTA)	Weirton, WV
Ohio Valley Drug Task Force (HIDTA)	Wheeling, WV

Task Force Coordination

AHIDTA task forces coordinate investigations, enforcement operations, and intelligence sharing with each other, other HIDTAs, and non-HIDTA task forces and agencies. These task forces have longstanding relationships with Federal, state, and local law enforcement and judicial officials in their areas, and frequently participate in conferences and training events. These venues facilitate the exchange of information and lead to working relationships that would not exist without AHIDTA's outreach efforts.

Due to the congruence between the AHIDTA focus on mid-level to upper-level DTOs and the Department of Justice Organized Crime Drug Enforcement Task Force (OCDETF) strategy and goals, AHIDTA investigations frequently lead to OCDETF designation. This strategy combines the efforts of several investigative, enforcement, and prosecution entities into a coordinated team and serves as a force multiplier.

In an effort to ensure officer safety and increase operational efficiency, AHIDTA mandates that its task forces participate in target and subject deconfliction measures. AHIDTA encourages agencies that are located inside and outside the designated area to use Case Explorer, a secure network available to law enforcement for deconfliction purposes. AHIDTA provides free training for Case Explorer and access to the network through the ISC. More than 200 law enforcement agencies, located inside and outside of the HIDTA-designated areas in Kentucky, Tennessee, Virginia, and West Virginia, participate in the deconfliction program.

The AHIDTA ISC coordinates the sharing of information for all AHIDTA initiatives, street-level task forces, drug units, and additional law enforcement agencies inside and outside of the HIDTA-designated areas. The ISC allows initiatives and other participants to share information concerning organizational structures of DTOs, transportation and distribution modes of operation, and other intelligence-related matters. The ISC shares intelligence with task force initiatives and law enforcement agencies received from EPIC, the Regional Organized Crime

Information Center (ROCIC), other HIDTAs, and other sources, including other law enforcement agencies and task forces outside of the AHIDTA region.

AHIDTA Evaluation

AHIDTA reduces local marijuana cultivation operations on public lands and addresses the growing threats of heroin trafficking, methamphetamine production, and prescription drug diversion.

In 2013, the AHIDTA initiatives disrupted or dismantled 131 DTOs, or 32 percent of the 405 DTOs under investigation by AHIDTA law enforcement initiatives. Of the DTOs under investigation, 311 (77%) operated in states beyond the AHIDTA region or were involved in international operations. In 2013, AHIDTA initiatives seized illegal drugs with a wholesale value of over \$1.0 billion along with \$21.7 million in cash and other-drug related assets (over \$1.0 billion total), for a total return on investment of \$155.72.

Atlanta-Carolinas HIDTA – Designated in 1995

Executive Director – Jack Killorin

Purpose and Goals

The mission of the Atlanta-Carolinas HIDTA (A-C HIDTA) is to measurably and accountably:

- 1) Disrupt and dismantle drug trafficking and money laundering organizations through intelligence-driven, multi-jurisdictional operations;
- 2) Improve the safety and effectiveness of law enforcement operations; and
- 3) Improve communication and information sharing among criminal justice, drug prevention, and drug treatment professionals in support of ONDCP objectives.

Strategy

A-C HIDTA has implemented a three-part strategy (geographical, functional, and operational) to focus on upper and mid-level DTOs and MLOs. The HIDTA employs state-of-the-art intelligence and telecommunications technology in addition to more traditional techniques to target investigations against major DTOs/MLOs. The program fosters collaborative working relationships with 52 participating Federal, state, and local investigative and prosecuting agencies, as well as the approximately 400 law enforcement agencies which take advantage of A-C HIDTA training programs.

Location

In 2008, the then-Atlanta HIDTA expanded from 4 counties in the metropolitan Atlanta area to 12 counties in Georgia and 5 counties in North Carolina. In 2009, three counties in the Greensboro, North Carolina, area were added. In August 2010, 6 western North Carolina counties were added, for a total of 14 North Carolina counties. In June 2011, two counties in South Carolina were added to the HIDTA region. In 2013, an additional county was added to the Triad Initiative (Greensboro) in North Carolina and two counties were added to the Midlands Initiative in South Carolina.

A-C HIDTA's Operations Center is in Atlanta, Georgia. The A-C HIDTA includes the following enforcement initiatives:

In Georgia, there are two initiatives:

- 1) Metro Initiative, which includes the city of Atlanta, Hartsfield-Jackson Atlanta International Airport, and Fulton, Cobb, Gwinnett, Barrow, Bartow, Cherokee, Clayton, Douglas, Fayette, Forsyth, and Henry counties.
- 2) DeKalb Initiative, which includes DeKalb County.

In North Carolina, there are four initiatives:

- 1) Triangle Initiative, based in Raleigh, which includes Durham, Johnston, Wake, Wayne, and Wilson Counties.
- 2) Triad Initiative, based in Greensboro, which includes Randolph, Guilford, Alamance, and Rockingham Counties.
- 3) Piedmont Initiative, based in Charlotte, which includes Mecklenburg, Gaston, and Union Counties.

- 4) Asheville Initiative which includes Buncombe, McDowell, and Henderson Counties.

In South Carolina, there is one initiative:

- 1) South Carolina Midlands Initiative, based in Columbia, includes Richland, Lexington, Florence and Horry Counties.

Initiatives

A-C HIDTA has 12 initiatives: 1 management, 1 support (training), 1 prevention, 1 intelligence, and 8 investigation/interdiction/prosecution initiatives (7 enforcement/interdiction and 1 prosecution). In 2013, A-C HIDTA received discretionary funds for prevention, pharmaceutical investigations, parcel interdiction, and highway enforcement/interdiction.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	50	\$5.00	\$15.00	761	347

Threat Assessment

The A-C HIDTA region is a major distribution center for DTOs, particularly Mexico-based DTOs, and their associated Money Laundering Organizations (MLOs) that supply the eastern United States. DTOs distribute illicit drugs from the A-C HIDTA region to other major metropolitan areas including Baltimore, Maryland; Boston, Massachusetts; Cincinnati and Columbus, Ohio; Columbia, South Carolina; Gainesville, Orlando, and Pensacola, Florida; Indianapolis, Indiana; Knoxville, Tennessee; Louisville, Kentucky; and Norfolk, Virginia. The supply lines reach as far as Detroit, Michigan, and New York, New York. Interstate 85 is the major artery for this distribution.

Intelligence Initiatives

The A-C HIDTA's Intelligence Support Center (ISC), which has been part of A-C HIDTA since its founding in 1995, is located at the HIDTA's Operations Center in Atlanta and is supervised by a DEA Supervisory Intelligence Analyst. The ISC provides analytical intelligence (toll, link, and document analyses, interviews/debriefings, administrative subpoenas, subpoena requests, profiles of suspects, database checks, etc.) and information management support to A-C HIDTA's investigative and interdiction initiatives, primarily those in Georgia. The initiatives in the Carolinas have embedded intelligence analysts.

The ISC also provides operational subject, case, and event deconfliction and investigative coordination for approximately 100 Federal, state, and local law enforcement agencies. The ISC is linked through RISS.net and HIDTA.net to all HIDTA programs (task force and intelligence centers) and through RISS.net to other agencies employing this virtual private network.

Task Forces Operating in the HIDTA Region

The table below lists the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Metro Task Force (HIDTA)	Atlanta, GA
DeKalb Task Force (HIDTA)	Decatur, GA
Triangle Initiative (HIDTA)	Durham, NC
Triad Initiative (HIDTA)	Greensboro, NC
Piedmont Triad Safe Streets Gang Task Force (FBI)	Greensboro, NC
Raleigh-Durham Safe Streets Task Force (FBI)	Raleigh, NC
Piedmont Initiative (HIDTA)	Charlotte, NC
DEA Task Force (DEA)	Charlotte, NC
Charlotte Safe Streets Task Force (FBI)	Charlotte, NC
Asheville Initiative (HIDTA)	Asheville, NC
Tactical Diversion Squad (DEA)	Atlanta, GA
West Metro Regional Drug Enforcement Office (Byrne/JAG)	Carrollton, GA
SC Midlands (HIDTA)	Columbia, SC
Columbia Violent Gang Task Force (FBI)	Columbia, SC
Pee Dee Gang Violent Crime Task Force	Florence, SC
OCDETF Strike Force (OCDETF/DOJ)	Atlanta, GA
Violent Gang Criminal Enterprise Task Force (FBI)	Atlanta, GA

Task Force Coordination

There are significant formal and informal coordination mechanisms among all relevant task forces in the A-C HIDTA designated area. Many of these mechanisms are enhanced or enabled by A-C HIDTA. Informally, participants know each other from operational contacts, periodic meetings, and HIDTA/OCDETF/Law Enforcement Coordinating Committee-sponsored training and conferences. Agencies participating in one task force often have officers assigned to other task forces, thereby promoting information exchange and coordination. HIDTA-sponsored deconfliction services promote event and target coordination among task forces and agencies. Executives from agencies with personnel participating in HIDTA initiatives serve on the HIDTA Executive Board, thereby promoting information exchange and coordination. The A-C HIDTA task force groups exchange information regularly with narcotics units and task forces in the area where active cases are under investigation, and task forces regularly contact the ISC to develop or coordinate leads. The ISC publishes and distributes intelligence bulletins to the area narcotics investigation units and task forces.

All area task forces are interviewed by the A-C HIDTA ISC in preparing the required annual Threat Assessment. This information is then shared with the agencies interviewed and with the A-C HIDTA Executive Board. The Executive Board includes heads of the participating investigative and prosecutorial agencies. In addition, area narcotics enforcement units attend

periodic conferences and drug unit commander meetings, including those sponsored by A-C HIDTA and OCDETF.

HIDTA Evaluation

A-C HIDTA continues to be an effective and well-managed program. In 2013, A-C HIDTA continued its three-part strategy (geographical, functional, and operational) to focus on upper and mid-level DTOs/MLOs. Fifty-seven DTOs/MLOs were disrupted or dismantled in 2013, exceeding the target. Of those 57 DTOs/MLOs, 21 had an OCDETF, PTO, and/or CPOT designation. These more complex investigations require increased resources and additional time to pursue to a conclusion. Moreover, the proportion of international and multi-state cases versus local cases has been steadily increasing as illustrated in the chart below.

Percentage of Atlanta Carolina HIDTA Disrupted/Dismantled DTOs by Type					
	2009	2010	2011	2012	2013
International & Multi-State	46%	57%	66%	63%	73%
Local	54%	43%	34%	37%	27%

In 2013, the HIDTA task forces seized illicit drugs with a total estimated wholesale value of \$119.9 million and \$28.2 million in cash and other drug-related assets (\$148.1 million total), achieving a total return of \$23.96.

Central Florida HIDTA – Designated in 1998

Executive Director – Stephen R. Collins

Purpose and Goals

The mission of the Central Florida HIDTA (CFHIDTA) is to improve the quality of life in Central Florida by reducing drug availability and crime through the effective disruption and dismantling of DTOs/MLOs impacting Central Florida and other areas of the United States.

Strategy

CFHIDTA will continue to foster cooperative and effective working relationships among the nine Federal agencies and eight state and local agencies to achieve the common goals of dismantling or disrupting DTOs/MLOs and reducing the demand for drugs.

Location

The CFHIDTA administrative offices and ISC are located in Longwood, Florida. The CFHIDTA encompasses a nine-county area which includes Brevard, Hillsborough, Osceola, Orange, Pasco, Pinellas, Polk, Seminole, and Volusia Counties.

Initiatives

CFHIDTA funded 15 initiatives in 2014 to address the drug threat in the region: 1 fugitive, 1 management/coordination, 1 training, 1 intelligence, and 11 investigative initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	54	\$4.75	\$18.50	945	405

Threat Assessment

A majority of 2014 CFHIDTA Drug Threat Survey respondents view cocaine as the greatest threat, followed by controlled prescription drugs (CPDs) and synthetics. Puerto Rican and Mexican DTOs dominate the CFHIDTA region as the primary wholesale suppliers of most cocaine and heroin. Mexican DTOs continue to be primary suppliers of methamphetamine. Several CFHIDTA initiatives report an increase of 76 percent in marijuana parcel interdiction seizures. Marijuana remains widely available in the central Florida region as DTOs continue to ship high grade marijuana from California via the United States Postal Service (USPS), United Parcel Service (UPS), and FedEx. The threat of Puerto Rico-based DTOs utilizing the USPS to ship kilogram quantities of cocaine to associated cells in central Florida continues.

Cuban DTOs heavily control indoor marijuana cultivation in central Florida. These DTOs continue to employ strategies to make detection of grow operations more difficult for law enforcement. Some initiatives report prioritizing CPDs and other drug investigations ahead of indoor marijuana cases. The number of indoor marijuana grows seized in the CFHIDTA region

decreased by 20 percent, from 122 in 2012 to 98 in 2013. There was also a reduction in the number of plants seized, from 6,847 in 2012 to 3,750 in 2013. This is a 45 percent decline due to a reduction in the size of indoor marijuana grow operations.

In 2011 and 2012, the prevailing drug threats to the central Florida region were cocaine and CPDs. This trend continued in 2013; however, CPD seizures and availability were significantly reduced due to legislative action establishing the Florida Prescription Drug Monitoring Program and, to a lesser extent, local legislation. Due to these legislative actions, the notion that Florida was seen as a ready source for CPDs has abated. One CFHIDTA participating agency, the Tampa Police Department, reported a 63 percent decline in the number of pain clinics in its area of operation. This is a result of adopting city ordinances to control the pain clinic problems. The Tampa Police Department also reported that the number of users who obtained prescriptions by fraud dropped significantly from 110 a month to 1. The precipitous decline in CPD availability has led to an increase in heroin and cocaine use. In 2013, eight CFHIDTA initiatives reported a slight increase in heroin sales and consumption. The 2013 *Medical Examiners Commission Interim Drug Report* for the first half of 2013 indicated the number of deaths associated with cocaine, used alone or with other drugs, was higher in the CFHIDTA region than during the same period in 2012. Six CFHIDTA initiatives did, however, continue to provide full-time personnel to the CPD threat, seizing over 112,850 dosage units of CPDs in 2013 investigations.

In 2013, the CFHIDTA region saw a dramatic increase in Mexican methamphetamine seizures due to the emerging threat posed by Mexican trafficking organizations operating in Polk County. Seizures of Mexican methamphetamine totaled 212 kilograms in 2013, compared to 98 kilograms in 2012.

The synthetic drug threat continues to increase in central Florida. According to the 2014 CFHIDTA Drug Threat Surveys, synthetic drugs are more prevalent in Pinellas, Hillsborough, and Volusia counties. The Pinellas Task Force seized 31 kilograms of synthetic drugs in 2013, compared to 1.6 kilograms in 2012. The Colombian/South American Task Force (Tampa) seized 253 kilograms of synthetic drugs in 2013, compared to 13.3 kilograms in 2012. Volusia County seized 29.3 kilograms of synthetic drugs in 2013, compared to 4.5 kilograms in 2012. The increase in synthetic drug seizures is primarily due to government emergency scheduling and assigning stricter regulations pertaining to the chemical composition of these drugs. Methylone, or “Molly,” has also emerged in 2013 as a notable drug threat, particularly in the Tampa Bay area. Primarily imported from China, methylone has flooded the market once dominated by MDMA. Users have turned to Molly due to its similar effects, low cost, and availability. Seizures of methylone totaled 38 kilograms in 2013, compared to 0.5 kilograms in 2012.

Orlando metropolitan street-level heroin purity reported by the DEA Domestic Monitoring Program for 2013 was 17.2 percent, which is even lower than 2012 data (25%). Seizures of heroin by CFHIDTA initiatives in 2013 showed a very slight increase of 1 percent from 2012. The number of heroin DTOs remains at 7 percent of all the DTOs identified by CFHIDTA in 2013. The 2014 CFHIDTA Drug Threat Survey indicates the price of heroin did not change significantly from 2012. The average cost of a gram was \$120, and an ounce was \$2,500. The survey also suggests there was an increase of individuals turning to heroin as the drug of choice over CPDs (opioids). This slight increase is most likely due to the continued usage of the PDMP and the Electronic-Florida Online Reporting of Controlled Substances Evaluation Program (E-FORCSE). Although heroin is ranked in the Medical Examiner Report for the first 6 months of 2013 as the

most lethal drug, occurrences of heroin documented in deaths decreased by 12.5 percent, and deaths caused by heroin decreased by 6.8 percent when compared to the last 6 months of 2012.

Intelligence Initiatives

The CFHIDTA ISC (CFISC) was created with the designation of the HIDTA in 1998 to provide co-located multi-agency intelligence support to regional drug law enforcement agencies to enhance their ability to dismantle and disrupt DTOs.

The mission of CFISC is to actively collect, analyze, and disseminate information on the composition, scope, and dynamics of money laundering, drug trafficking, distribution, and drug-related violent crime organizations. CFISC provides clarity and an understanding of the organized criminal elements operating throughout Central Florida. CFISC provides subject and event deconfliction services to 72 Federal, state, and local law enforcement agencies.

CFISC serves as the central processing hub for information in support of effective investigative enforcement efforts to reduce drug trafficking, money laundering, and drug-related violent criminal activity affecting Central Florida and other areas of the United States.

The success of CFISC is measured through assessments of the previously mentioned investigative efforts and the extent to which major and secondary organizations involved in these criminal activities have been disrupted or dismantled. Additional assessments are made through the coordinated and cooperative efforts of Federal, state, and local law enforcement agencies to address the specific criminal activity.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Pinellas County (HIDTA)	Largo
Colombian/South American DTO (HIDTA)	Tampa
DEA HIDTA Methamphetamine Task Force (HIDTA)	Tampa
Polk County HIDTA Task Force (HIDTA)	Bartow
DEA Tampa State and Local Task Force (DEA)	Tampa
Tactical Diversion Squad (DEA)	Tampa
DEA Orlando State and Local Task Force (DEA)	Orlando
Osceola County Investigative Bureau (HIDTA)	Kissimmee
Metropolitan Bureau Of Investigation (HIDTA)	Orlando
IRS/Secret Service Financial Crimes Task Force (IRS)	Orlando
ICE Financial Money Laundering Task Force (ICE)	Orlando
City County Investigative Bureau (HIDTA)	Sanford
DEA Heroin Task Force (HIDTA)	Heathrow
DEA Mex/Poly Task Force (HIDTA)	Heathrow
US Marshals Fugitive Apprehension Strike Team, East/West (HIDTA)	Orlando/Tampa

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Tactical Diversion Squad (DEA)	Orlando
Brevard County Task Force (HIDTA)	Titusville
Volusia Bureau of Investigation (HIDTA)	Daytona

Task Force Coordination

CFHIDTA funds 11 drug task forces and 1 fugitive apprehension task force. CFHIDTA is overseen by an Executive Board made up of participating law enforcement officials from Federal, state, and local agencies participating in the HIDTA. All task forces use CFISC for deconfliction of cases, subjects, and activities. All regional law enforcement agencies are encouraged to use CFISC for information sharing and deconfliction.

CFHIDTA task forces meet and are evaluated quarterly. They routinely coordinate activities with other regional task forces as well as other HIDTA task forces nationwide. All HIDTA task forces are asked to be vigilant in handling information relating to national security. CFHIDTA task forces strive to meet an ever-changing drug threat through the redirection of their efforts when needed. The annual Threat Assessment serves as a guideline when a change in focus is needed and is shared with other Central Florida law enforcement entities.

HIDTA Evaluation

In 2013, CFHIDTA initiatives disrupted or dismantled 61 DTOs, achieving 130 percent of expected results. In 2013, the CFHIDTA initiatives seized \$19.0 million in cash and other drug-related assets from drug traffickers, representing a \$3.9 million increase from 2012 and a \$7.5 million increase from 2011. The wholesale value of drugs removed from the Central Florida marketplace in 2013 was \$97.2 million, an increase of \$44.8 million from 2012. The total ROI for CFHIDTA in 2013 was \$37.53, representing a \$14.47 increase from 2012.

A major goal for CFISC in 2013 was promoting the Case Explorer event deconfliction system to numerous non-HIDTA affiliated Central Florida law enforcement agencies. Seventeen training sessions were held throughout Central Florida, resulting in 149 new users. As a result, 2,416 event deconflictions were processed (all agencies including CFHIDTA Initiatives). This represented more than a 100-percent increase (1,147) from 2012.

Central Valley California HIDTA – Designated in 1999

Executive Director – William Ruzzamenti

Purpose and Goals

The mission of the Central Valley California HIDTA (CVC HIDTA) is to reduce the manufacture, trafficking, and distribution of methamphetamine, precursor chemicals, marijuana, and other dangerous drugs by implementing cooperative and innovative strategies to disrupt and dismantle the large-scale and often violent organizations responsible. The goals of the CVC HIDTA are to reduce drug availability by disrupting and dismantling DTOs and to improve the efficiency and effectiveness of the region's drug enforcement operations.

Strategy

CVC HIDTA applies a multi-agency task force model to leverage diverse authorities, expertise, and resources to combat DTOs. Approximately 150 Federal, state, county, and municipal law enforcement members representing 52 agencies participate in CVC HIDTA initiatives. The task forces are aligned according to region or drug type; however, there is flexibility in order to address the poly-drug nature of the DTOs in the area. Task force efforts are supported by a network of criminal intelligence analysts; some embedded within initiatives and others working at the ISC.

Location

CVC HIDTA is based in the capital city of Sacramento and is composed of the following ten counties: Fresno, Kern, Kings, Madera, Merced, Sacramento, San Joaquin, Shasta, Siskiyou, Stanislaus, Trinity, and Tulare.

Initiatives

CVC HIDTA coordinates 19 initiatives: 1 management, 1 training, 1 prevention, 2 intelligence, 2 highway enforcement, and 12 investigative initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	63	\$2.00	\$2,900	2,297	335

Threat Assessment

CVC HIDTA's most serious drug threats are methamphetamine and marijuana, followed by cocaine, heroin, pharmaceuticals, and other drugs. The 10-county region is a leading producer of methamphetamine, nationally. The area was once known for an abundance of precursor-based labs; however, methamphetamine encountered in the region is now most often smuggled into the United States from Mexico, either as finished product or in liquid form, which is then finished into crystal methamphetamine (ice) at conversion labs. CVC HIDTA initiatives seized several such

labs in 2013, one in conjunction with 100 pounds of finished ice and another that was capable of producing over 400 pounds of methamphetamine each month. In all, CVC HIDTA task forces seized nearly 2,400 pounds of methamphetamine in 2013.

The region is renowned for high-grade marijuana, cultivated both indoors and outdoors. Industrial-scale outdoor marijuana cultivation takes place on public and tribal lands administered by the U.S. Forest Service, Bureau of Land Management, National Park Service, and several Native American tribes. Large-scale grows also occur on private property. Of the nearly 4.4 million marijuana plants eradicated in the United States during 2013, over 1.7 million – or nearly 39 percent – were eradicated in the CVC HIDTA. While dramatic, this number is actually a decrease from recent years as a direct result of resource constraints at the state and local levels; there is no evidence to suggest the amount of marijuana cultivated in California is declining.

Large cannabis plots frequently are tended by undocumented aliens, many of whom are armed. These plots can pose a serious danger to people using public lands for recreation, as well as those employed in forest-related occupations. Assaults and homicides occur in the grow sites, usually as a consequence of crop theft. The environmental damage caused by marijuana cultivation is profound: water quality and wildlife are threatened by the pesticides, herbicides, and fertilizers used by the growers; clear-cutting and water diversion cause erosion and disrupt the water table. Growers abandon miles of irrigation lines and tons of gear and trash at grow sites.

An emerging threat within the CVC HIDTA is the increasing occurrence of tetrahydrocannabinol (THC) extraction labs. These labs use volatile solvents to produce a concentrated, highly potent cannabis product. The labs are usually not discovered until after they explode. For example, in early 2014, an apartment-based THC extraction lab exploded in Sacramento, sending two suspects to the hospital with serious burns and displacing more than 100 residents because of the damage to the apartment building.

Intelligence Initiatives

The CVC HIDTA's ISC provides tactical and strategic intelligence services to the HIDTA participating agencies and the Executive Board under the leadership of a DEA supervisor. The ISC operates from a central office in Sacramento and shares facilities with the Central California Intelligence Center. It also imbeds analysts within initiatives located in Fresno, Bakersfield, Modesto, and Sacramento. Decentralization of analytical support is necessary due to the large geographic area covered by CVC HIDTA. Investigations and enforcement events are deconflicted through the Western States Information Network® (WSIN). CVC HIDTA analysts are supplemented with intelligence analysts from the California National Guard and the National Park Service.

The Marijuana Intelligence Fusion Center (MIFC) was formed in 2005 within the ISC. The mission of this subsystem is to provide tactical and strategic intelligence support to marijuana trafficking investigations. MIFC acts as a clearinghouse for intelligence and investigative information about marijuana-producing DTOs, and it synthesizes the information in order to identify the structure, membership, interrelationships, and operations of DTOs to enhance investigations.

Task Forces Operating in the HIDTA Region

The table below lists the Federally funded task forces operating in the CVC HIDTA region.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Fresno Area Meth Task Force (HIDTA)	Fresno County
Fresno Area Surveillance Team (HIDTA)	Fresno County
Merced Mariposa Task Force (HIDTA)	Merced County
Sacramento Area Intelligence Narcotic Task Force (HIDTA)	Sacramento County
Stanislaus San Joaquin Meth Task Force (HIDTA)	Stanislaus
Southern Tri-County Drug Task Force (HIDTA)	Kern County
Central Valley Marijuana Investigative Team (HIDTA)	Fresno County
Northern State Marijuana Investigative Team (HIDTA)	Shasta County
Mountain and Valley Marijuana Investigative Team (HIDTA)	Sacramento County
Shasta Marijuana Eradication Team (HIDTA)	Shasta County
Shasta Domestic Highway Enforcement (HIDTA)	Shasta County
Shasta Interagency Narcotics Task Force (JAG-Byrne)	Shasta County
Fresno Domestic Highway Enforcement (HIDTA)	Fresno County
Joint Fugitive Task Force (HIDTA)	Fresno County
Investigative Support Center (HIDTA)	Sacramento County
Marijuana Intelligence Fusion Center (HIDTA)	Sacramento County
DEA Multi-agency Drug Task Force	Sacramento
Tactical Diversion Squad (DEA)	Sacramento
FBI Operation Safe Streets Task Force	Redding
FBI Operation Safe Streets Task Force	Sacramento
FBI Operation Safe Streets Task Force	Stockton
FBI Operation Safe Streets Task Force	Modesto
FBI Operation Safe Streets Task Force	Bakersfield
Madera Narcotics Enforcement Team (Byrne Grant)	Madera
Merced Multi-Agency Narcotics Enforcement Team (Byrne Grant)	Merced
Kings County Narcotics Task Force (Byrne Grant)	Hanford

Task Force Coordination

Using in-person communications or through the WSIN deconfliction system, CVC HIDTA task forces routinely coordinate their investigations and tactical deployments when their operations enter an adjoining jurisdiction. This multi-state deconfliction system is essential to task force operations. Investigative subjects and critical/tactical events are posted in WSIN as a standard operating procedure. Coordination generally is achieved through information sharing, sharing of analytical resources, shared computer networks and software, and training opportunities. CVC HIDTA initiatives coordinate with other HIDTAs throughout the country regarding cross-country transportation investigations.

CVC HIDTA initiatives are composed of agencies at the local, state, and Federal levels. These agencies include municipal police departments, county sheriff's departments, and multiple Federal agencies. Information sharing between HIDTA initiatives takes place at regularly scheduled meetings where investigative activity is discussed with the team commanders.

The CVC HIDTA Executive Board has members from local, state, and Federal law enforcement and prosecutorial agencies. The Executive Board meets on a regular basis to evaluate funding, training, and effectiveness of the initiatives. CVC HIDTA program staff ensure the Executive Board is informed of emerging threats, trends, and resource needs in the area, enabling board members to disseminate that information to their parent agencies. The members also bring pertinent information from their agencies to the CVC HIDTA.

CVC HIDTA-identified training programs are open to all agencies in the region and are intended to improve their coordination and effectiveness.

Terrorism-related information programs have alerted regional agencies and drug task forces to the importance of sharing information with the Joint Terrorism Task Force (JTTF).

HIDTA Evaluation

CVC HIDTA is dedicated to achieving the national HIDTA goals to reduce the availability of illegal drugs by disrupting or dismantling DTOs and to improve the efficiency and effectiveness of HIDTA initiatives. In 2013, the CVC HIDTA identified 178 DTOs and MLOs and successfully disrupted or dismantled 83 (47%) of them. Of the 83 DTOs and MLOs disrupted or dismantled, 17 were international, and 21 were multi-state in scope. Also in 2013, CVC HIDTA reduced drug availability and impeded the ability of criminal organizations to do business by seizing substantial quantities of drugs and assets. CVC HIDTA initiatives seized illicit drugs with a wholesale value of \$6.3 billion and \$17.8 million in cash and other drug-related assets (\$6.3 billion in all), for a total ROI of \$1,864. In addition, CVC HIDTA task forces seized 752 firearms, improving public safety by separating drug traffickers from their weapons.

CVC HIDTA will remain strategically agile in order to address emerging drug threats and the dynamic nature of the DTOs in its area of responsibility. This is particularly important as California state resources diminish or as DTOs shift their focus from illegal drugs to other criminal threats.

Chicago HIDTA – Designated in 1995

Acting Executive Director – Jim Swistowicz

Purpose and Goals

The mission of the Chicago HIDTA is to enhance and coordinate drug control efforts among Federal, state, and local law enforcement agencies in its geographic area of responsibility, the surrounding region, and other affected areas of the country.

Strategy

The Chicago HIDTA continues to foster cooperative and effective working relationships among Federal, state, and local law enforcement agencies in order to eliminate or reduce drug trafficking and its harmful consequences. This includes coordinated efforts to reduce the production, manufacturing, distribution, transportation, and use of illegal drugs, as well as the attendant money laundering of drug proceeds.

Location

The Chicago HIDTA is co-located with DOJ’s OCDETF Strike Force in a shared facility in Chicago’s South Loop. The Chicago HIDTA region encompasses four counties in Illinois: Cook, Grundy, Kendall, and Will.

Initiatives

The Chicago HIDTA began 2014 with 12 initiatives: 1 management, 1 intelligence, 1 training, 7 investigation/interdiction initiatives, a resource initiative and a prosecution pilot initiative.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	26	\$7.31	\$18.25	85	315

Threat Assessment

Chicago’s geographic location and unique demographics, combined with its role as a principal national transportation and financial mecca, have distinguished Illinois as a “non-traditional border state,” particularly as it relates to illicit drug trafficking. It is believed that the majority of illicit drugs reaching the U.S. are coming across the Southwest border, a large portion of which is destined for the Chicago area, some to be consumed locally and the remainder to be transshipped elsewhere throughout the country. The Chicago area’s vast Mexican population creates opportunities for source-country connections and close relationships with major traffickers. Illicit proceeds collected from drug sales are often staged in and around Chicago for bulk shipment or other distribution schemes back to the trafficking organizations.

The distribution and use of heroin and related overdose deaths are perceived to be the major threat in the region. Cocaine, marijuana, increasing amounts of high potency marijuana, the abuse of prescription drugs, and gang violence are also areas of primary concern.

Street gangs are the primary retail distributors of illicit drugs. These gangs regularly engage in violent criminal activities to protect their drug supplies, distribution territories, and illicit drug proceeds. Street gangs are continuing their incursion into outlying areas and are becoming increasingly problematic for suburban law enforcement.

Intelligence Initiatives

The mission of the Chicago HIDTA ISC is to facilitate the interaction and sharing of information to support multi-agency efforts that further drug-related and/or criminal investigations. The operational mission of the ISC is to provide actionable and strategic criminal intelligence to HIDTA initiatives, HIDTA participating agencies, and other law enforcement agencies, which enables a more effective and efficient use of valuable investigative resources.

Functions of the ISC include: the collection, compilation, and analysis of information regarding illicit drug and associated criminal activities; a regional pointer event and target deconfliction system; an “all-source” counterdrug information gateway accessible to all law enforcement agencies; case and trial support to Federal and state counterdrug and related prosecutions; and the coordination of counterdrug and related law enforcement training and technical assistance to law enforcement counterdrug efforts.

The mission of the Management Information System (MIS) component of the Chicago HIDTA is to provide the HIDTA enforcement and intelligence initiatives with state-of-the-art resources for intelligence gathering and analysis. These resources include: access to relevant information through Federal, state, municipal, and public information stores; software for analysis and presentation of case data; custom-built databases for storage and organization of law enforcement data; innovations of analytical methodologies created from MIS staff and analyst collaborations; and wider availability of HIDTA resources via networked infrastructure.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Joliet Metropolitan Area Narcotics Squad (HIDTA)	Will County
Investigative Support Center (HIDTA)	Cook County
Consolidated Priority Organization Target Initiative Task Force (OCDETF SF)	Cook County
Money Laundering and Financial Crimes Initiative Task Force (HIDTA)	Cook County
Package Interdiction Initiative Task Force (HIDTA)	Cook County
Regional Drug Trafficking Organization Initiative/Violent Crimes Task Force (HIDTA)	Cook County
Street Narcotics and Gangs Initiative Task Force (HIDTA)	Cook County

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Tri-County Multi-Jurisdictional Counterdrug Enforcement Initiative Task Force (HIDTA)	Cook County
Violent Gang Conspiracy Group Initiative Task Force (HIDTA)	Cook County
Domestic Highway Enforcement/Narcotics & Currency Interdiction (HIDTA)	Cook County
Prosecution Initiative (HIDTA)	Cook County
Chicago OCDETF Strike Force (DEA)	Cook County
Tactical Diversion Squad (DEA)	Cook County
Safe Streets Task Force on Gangs – Tactical (FBI)	Cook County
Safe Streets Task Force on Gangs – 1 (FBI)	Cook County
Safe Streets Task Force on Gangs – 2 (FBI)	Cook County
Will County CPAT (Cooperative Police Assistance Team) HIDTA	Will County
Will County Violent Crimes Task Force (FBI)	Will County
Kendall County CPAT (Cooperative Police Assistance Team) (HIDTA)	Kendall County
Cook County Human Trafficking Task Force	Cook County

Task Force Coordination

Seven of the Chicago HIDTA-funded initiatives/task forces – the ISC, the Money Laundering and Financial Crimes Initiative Task Force, the Violent Gang Conspiracy Group Initiative Task Force, the Domestic Highway Enforcement/Narcotics and Currency Interdiction Team, the Regional Drug Trafficking Organizations/Violent Crimes Task Force, the Training Initiative, a Resource Initiative, and the Management and Coordination Initiative – are co-located in a shared facility in the South Loop of Chicago. The ISC includes analysts from the Cook County Sheriff’s Department, DEA, FBI, Illinois National Guard and DOJ’s Document and Media Exploitation Group. Co-location and diversity help to foster information sharing among law enforcement agencies.

All task force initiatives within the Chicago HIDTA are required to cooperate and interact with the ISC. Chicago HIDTA also conducts quarterly information sharing meetings with initiative supervisors. Timely intelligence bulletins and other relevant regional law enforcement information are shared electronically through an extensive contact list, and intelligence is shared with the Statewide Terrorism and Intelligence Center as appropriate. Chicago HIDTA initiatives are encouraged to seek OCDETF designation and funding when an investigation is multijurisdictional, focuses on an organization involved with drug trafficking and/or money laundering, and indicates a conspiracy.

HIDTA-funded initiatives, as well as the Chicago Police Department, are mandated to use the Chicago HIDTA target and event deconfliction system. In the past year, 275 other law enforcement entities also participated in the Chicago HIDTA deconfliction system. Chicago HIDTA continues to serve as the deconfliction application host for Illinois and Indiana and has made the system available to law enforcement throughout those states. Chicago HIDTA is now one of 11 HIDTAs using SAFETNet to deconflict targets and events. As part of a pilot project developed by the national SAFETNet user committee, Chicago HIDTA coordinated with DEA’s EPIC to transfer hosting of the system from the Chicago HIDTA network to the EPIC secure portal. The transfer of hosting responsibilities allows the HIDTAs to leverage EPIC’s existing

infrastructure and personnel in order to reduce costs and enhance system availability for law enforcement partners. At this time, the Chicago HIDTA instance of SAFETNet has been hosted on the EPIC-controlled network platform for approximately two years. The pilot project has been deemed a success, and the 10 other HIDTA SAFETNet instances are scheduled to interface with EPIC by the end of 2014. This will conserve HIDTA resources while further promoting local law enforcement partnerships.

The Chicago HIDTA region also includes the Chicago Joint Terrorism Task Force (JTTF), which works with all Federal, state, and local agencies, as well as with the private sector, to establish appropriate responses to terrorist attacks.

HIDTA Evaluation

Chicago stands as one of the largest consumer markets and distribution centers for cocaine, heroin, marijuana, and other illicit drugs. Faced with this severe challenge, the Chicago HIDTA continues to recognize the importance of expanding the total number of its initiatives, thereby availing itself of additional participating law enforcement agencies. In 2013, Chicago HIDTA task forces disrupted or dismantled 24 DTOs and MLOs, or 89 percent of the cases that were open. Additionally, Chicago HIDTA initiatives reported the seizure of 497 kilograms of powder and crack cocaine, 217 kilograms of heroin, and 12,534 kilograms of commercial grade marijuana, including outdoor and indoor plants and 689 kilograms of high grade marijuana. The total wholesale value of the drugs removed from the market is estimated at \$107.0 million. Enforcement initiatives also seized approximately \$40.3 million in drug-related assets (\$38.1 million in cash alone) during the course of the reporting year. In 2013, the Chicago HIDTA achieved an ROI of \$26.92 for drugs and assets seized.

Gulf Coast HIDTA – Designated in 1996

Executive Director – Tony Soto

Purpose and Goals

The specific mission of the Gulf Coast HIDTA (GC HIDTA) is to reduce illicit drug availability and its harmful consequences within its designated areas by creating and maintaining intelligence-driven task forces, and supporting infrastructure designed to target, disrupt, and eliminate DTOs impacting the region and beyond.

Strategy

GC HIDTA endeavors to promote an effective working relationship among and between its law enforcement initiatives by designing and deploying an infrastructure that fosters information sharing and ensures a coordinated response to the drug threat, thereby realizing an environment through which the participating Federal, state, and local agencies may achieve the goals of disrupting and dismantling DTOs and reducing the demand for drugs by focusing on specific drug threat elements unique to their respective areas.

Location

GC HIDTA operates out of Metairie, Louisiana. It encompasses the following counties and parishes:

- Alabama (six counties): Baldwin, Jefferson, Madison, Mobile, Montgomery, and Morgan;
- Arkansas (four counties): Benton, Jefferson, Pulaski, and Washington;
- Louisiana (eight parishes): Bossier, Caddo, Calcasieu, East Baton Rouge, Jefferson, Lafayette, Orleans, and Ouachita;
- Mississippi (eight counties): Forrest, Hancock, Harrison, Hinds, Jackson, Lafayette, Madison, and Rankin; and
- Tennessee (one county): Shelby.

Initiatives

GC HIDTA has 33 initiatives: 1 management, 1 training, 2 intelligence, and 29 investigation/interdiction initiatives.

GC HIDTA is a partner/participant in the Blue Lightning Operations Center (BLOC), a Homeland Security Investigations (HSI) program that provides real-time tactical intelligence and information to Federal, state, and local law enforcement engaged in drug law enforcement and interdiction throughout the eight states of Louisiana, Mississippi, Alabama, Arkansas, Georgia, North Carolina, South Carolina, and Tennessee.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	239	\$4.74	\$13.92	182	1,699

Threat Assessment

GC HIDTA is a geographically diverse area consisting of 27 HIDTA-designated counties/parishes in the states of Alabama, Arkansas, Louisiana, Mississippi, and Tennessee. The drug that continues to pose the greatest threat in the GC HIDTA is cocaine, along with its derivative, crack. Law enforcement intelligence indicates that cocaine/crack is transported into the GC HIDTA region by Mexico-based poly-DTOs and subsequently distributed by local drug trafficking groups. Methamphetamine is ranked, overall, as the second-most serious threat in the GC HIDTA's area of responsibility, except in Arkansas, where it surpasses cocaine/crack as the primary threat. In July 2010, Mississippi enacted House Bill 512, designating ephedrine and pseudoephedrine Schedule III drugs and has since begun enforcement of provisions designed to regulate the sale of methamphetamine precursors. Consequently, prescriptions are required for all medications containing these methamphetamine precursors. Methamphetamine labs have dropped significantly throughout Mississippi since the law's enactment.

Diverted pharmaceuticals obtained through internationally based Internet pharmacies, Mexico-based DTOs, and illicit pain management clinics remain a significant threat across the GC HIDTA region and the number one threat in Mississippi and in Shelby County, Tennessee. With the attention given by area law enforcement to the diverted pharmaceutical threat, the region is experiencing a marked increase in heroin use, overdoses, and seizures as drug users seem to have migrated to heroin use when diverted pharmaceuticals are unavailable. Violent crime continues to affect the safety and quality of life of the citizens in the GC HIDTA region. Drug trafficking groups have returned to the storm-ravaged areas of Louisiana and Mississippi, leading to a series of violent crimes and related social problems. A 2013 survey found that over 30 percent of the 25 most dangerous metropolitan areas of the United States were located in the GC HIDTA region.⁸

Intelligence Initiatives

The Network Coordination Group (NCG), the Technical Operations Group (TOG), the Title III Wire Intercept Center, and the IT Systems Administrators are co-located at the Louisiana Operations Center in Metairie, Louisiana. Intelligence Support Teams (ISTs) are co-located within the State Operations Center in Jackson, Mississippi; the Alabama Fusion Center in Montgomery, Alabama; the GC HIDTA Major Investigations Team (MIT) in Little Rock, Arkansas; the Louisiana State Analytical & Fusion Exchange in Baton Rouge, Louisiana; and the GC HIDTA initiative in Shelby County, Tennessee. The BLOC/HIDTA Watch Center is located in Gulfport, Mississippi. The BLOC/HIDTA Watch Center, while part of the HIDTA's Intelligence Sub-

⁸ http://os.cqpress.com/citycrime/2012/CityCrime2013_MetroCrimeRateRankings.pdf

system, is a separate initiative and, consequently, reports staffing and budgeting items independent of the ISN.

NCG functions as the central coordination component through which the entire ISN intelligence sub-system communicates. NCG communicates directly with other ISN components, including the ISTs, TOG, the IT Systems Administrators, and BLOC/HIDTA Watch Center in Gulfport, Mississippi, to ensure coordination of efforts. Real-time communication, data collection, and sharing and dissemination of information are achieved through connectivity via the GC HIDTA Wide Area Network.

The ISTs are composed of analysts from GC HIDTA participating agencies, HIDTA-funded contract analysts, and National Guard personnel. The principal function of each team is to provide HIDTA initiatives and participating agencies with tactical and investigative intelligence support for active investigations. The NCG supervisor provides direction to and oversight of the ISTs. Each IST is tasked with providing a full range of intelligence products and services, including the collection, analysis, and dissemination of drug intelligence targeting DTOs. Analytical techniques routinely employed include, but are not limited to, tactical wiretap support, telephone toll analysis, document analysis, and flow charts.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Little Rock Major Investigations/Mobile Deployment Team (HIDTA)	Little Rock, AR
U.S. Marshals Service Fugitive Task Force (HIDTA)	Little Rock, AR
Little Rock Gang Task Force (FBI)	Little Rock, AR
Northwest Arkansas Major Investigations Team (HIDTA)	Fayetteville, AR
4 TH Judicial District Drug Task Force (Byrne)	Fayetteville, AR
Western Arkansas Mobile Deployment Team (HIDTA/Byrne)	Fayetteville, AR
Madison/Morgan Counties Drug Task Force (HIDTA/Byrne)	Huntsville, AL
Jefferson County HIDTA Task Force (HIDTA)	Birmingham, AL
Alabama Operations Center (HIDTA)	Montgomery, AL
Montgomery Safe Streets Task Force (FBI)	Montgomery, AL
Mobile/Baldwin Major Investigations Team (HIDTA)	Mobile, AL
Mobile/Baldwin Street Enforcement Team (HIDTA/Byrne)	Mobile, AL
Mobile Safe Streets Task Force (FBI)	Mobile, AL
Metro New Orleans Major Investigations Team (HIDTA)	Metairie, LA
Metro New Orleans Mobile Deployment Team (HIDTA)	Metairie, LA
City of New Orleans Major Investigations Team (HIDTA)	Metairie, LA
Multi-Agency Safe Neighborhood Task Force (HIDTA/Safe Streets)	Metairie, LA
Project STAR (HIDTA)	Harvey, LA
New Orleans Gang Task Force (HIDTA/Safe Streets)	New Orleans, LA

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Tactical Diversion Squad (DEA)	New Orleans, LA
Mid-Louisiana Major Investigations/Interdiction Team (HIDTA)	Baton Rouge, LA
Capital Area Gang Task Force	Baton Rouge, LA
South Central Louisiana Safe Streets Task Force	Lafayette, LA
Southwest Louisiana Major Investigations/Financial Team (HIDTA)	Lafayette, LA
Caddo/Bossier Drug Task Force (HIDTA)	Shreveport, LA
Northwest Louisiana Violent Crimes Task Force (HIDTA/Safe Streets)	Shreveport, LA
Monroe Metro Drug Task Force (HIDTA/Byrne)	Monroe, LA
Calcasieu Parish Combined Anti-drug Team (HIDTA/Safe Streets)	Lake Charles, LA
Multi-Jurisdictional Drug Task Force (Byrne)	Gretna, LA
Mississippi Operations Center Major Investigations Team (HIDTA)	Pearl, MS
Mississippi Operations Center Mobile Deployment Team (HIDTA)	Pearl, MS
North Mississippi Major Investigations Team (HIDTA)	Oxford, MS
Oxford/Lafayette County Task Force (Byrne)	Oxford, MS
Tri-County Major Investigation Team (HIDTA)	Gulfport, MS
Coastal Narcotics Enforcement Team (Byrne)	Gulfport, MS
Jackson County Major Investigations Team (HIDTA/Safe Streets)	Pascagoula, MS
Inter-Local Narcotics Task Force (Byrne)	Pascagoula, MS
Shelby County HIDTA Drug Task Force (HIDTA)	Memphis, TN
Memphis HQ City Violent Gang Safe Streets Task Force (FBI)	Memphis, TN

Task Force Coordination

GC HIDTA initiatives are required to submit all of their targets and planned operations to SAFETNet, which links them not only to HIDTA initiatives nationwide, but also to agency-specific databases such as DEA’s National Drug Pointer Index (NDPIX). Non-HIDTA task forces and agencies are encouraged to participate in the HIDTA-sponsored deconfliction system. GC HIDTA provides deconfliction services to 89 participating Federal, state, and local agencies and 26 non-participating agencies. GC HIDTA initiatives meet regularly with Federal, state, and local counterparts in their respective areas of responsibility to coordinate and share information.

Plans are currently underway to migrate the SAFETNet deconfliction application to the DEA/EPIC cloud. This migration will facilitate interagency deconfliction between Federal, state, and local law enforcement agencies and create greater efficiencies, resulting in cost savings and better integration of existing deconfliction systems. This project is expected to be completed in early 2015.

GC HIDTA initiatives are encouraged to share information regarding local, regional, and national DTOs. This is accomplished through deconfliction and regional meetings of task force commanders. The HIDTA Executive Board, which is composed of heads of Federal, state, and local agencies operating in the five-state area, is regularly informed of ongoing operations conducted by all initiatives funded by GC HIDTA.

GC HIDTA provides funding toward standing and maintaining its intelligence subsystem, including a network of intelligence analysts strategically located throughout the HIDTA region to ensure the efficient collection, analysis, and dissemination of information to all law enforcement entities within the area. The dissemination of information is not only accomplished within the HIDTA, it is also shared nationally through the circulation of its products, such as threat assessments, information bulletins, and officer safety alerts. All HIDTA intelligence products are posted on Law Enforcement Online (LEO), which is available to all JTTFs throughout the United States. Specific information generated by GC HIDTA initiatives is routinely forwarded to the appropriate JTTF.

HIDTA Evaluation

GC HIDTA continues to be a valued partner in the law enforcement community within its designated counties and parishes, and accomplishments reported by GC HIDTA for 2014 continue to meet or exceed performance targets.

In 2013, GC HIDTA enforcement initiatives disrupted or dismantled 248 DTOs and MLOs operating in their designated areas and beyond, 5 percent above the HIDTA's target for this performance measure. As a result, GC HIDTA initiatives disrupted or dismantled 169 DTOs that were international or multi-state in scope. Equally important was the HIDTA's success in denying DTOs profits from their illegal activities. In 2013, GC HIDTA initiatives seized over \$33 million in cash and other drug-related assets from drug traffickers, while the estimated wholesale value of drugs seized was \$63.7 million (\$96.7 million total). GC HIDTA realized a combined ROI of \$12.57 based on the wholesale value of drugs and assets seized.

Hawaii HIDTA – Designated in 1999

Executive Director – Gary Yabuta

Purpose and Goals

At the crossroads of the Pacific and gateway to the continental United States, the participating agencies of the Hawaii HIDTA work together through enhanced coordination and integrated initiatives to disrupt and dismantle illicit drug distribution, production, transportation, and money laundering within the region.

Strategy

The Hawaii HIDTA has a clear-cut mission for its law enforcement and intelligence components. The Hawaii HIDTA fosters cooperative and effective working relationships among all 24 of Hawaii’s Federal, state, and local law enforcement agencies. These relationships are demonstrated in the co-located and co-mingled law enforcement environment of personnel who are strategically aligned in task forces that focus on both long- and short-term multijurisdictional investigations, complex money laundering investigations, violent offender and fugitive apprehensions, border interdiction, and marijuana eradication. The Hawaii HIDTA pursues an intelligence-led policing approach within its intelligence components and applies an analytical intelligence cycle to ensure priorities can be established to address its most pressing law enforcement threats in a focused manner.

Location

The Hawaii HIDTA is located in Honolulu, Hawaii, and encompasses the City and County of Honolulu (the island of Oahu), Maui County (the islands of Maui, Molokai, and Lanai), Hawaii County (the island of Hawaii), and Kauai County (the island of Kauai).

Initiatives

The Hawaii HIDTA consists of 15 primary initiatives, which are structured into 15 enforcement task forces, 4 intelligence initiatives within the ISC, and 3 additional administrative, support, and training initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	34	\$2.95	\$325.00	40	1,250

Threat Assessment

The trafficking and use of ice methamphetamine, the abuse of diverted pharmaceuticals, and the production and cultivation of marijuana pose the greatest illicit drug threats to the state of Hawaii.

Methamphetamine is widely available throughout Hawaii. Organizations composed of individuals of Asian, Polynesian, Caucasian, and Hispanic descent control most methamphetamine distribution activities in Hawaii. While large-scale production facilities are not located in Hawaii, a nominal number of small manufacturing locations have been identified in the state in recent years; indicating that the majority of the methamphetamine available in Hawaii is transported into the state from the continental United States, primarily California, Nevada, Arizona, and Washington. In addition, methamphetamine is transported to Hawaii from Mexico via the continental U.S.

Transportation methods favored by DTOs shipping methamphetamine to Hawaii include the use of human couriers traveling on commercial airline flights who may conceal the methamphetamine on their bodies or in carry-on baggage. In addition, DTOs sometimes employ corrupt airline employees who ensure methamphetamine shipments circumvent airport security. DTOs also use package services such as the USPS, FedEx, and UPS to transport small amounts of methamphetamine to Hawaii from the continental U.S. Intelligence indicates that DTOs use containers onboard commercial shipping vessels to transport methamphetamine to Hawaii. Proceeds derived from the sale of methamphetamine originally shipped from the continental U.S. are either mailed to the continental U.S., hand-carried by human couriers traveling on commercial airline flights, or transferred via wire remitters.

The trafficking and distribution of pharmaceuticals in Hawaii occurs in numerous manners, but there is currently no evidence to suggest the presence of large, well organized DTOs obtaining and distributing pharmaceuticals throughout the state. Rather, intelligence indicates there are small groups of individuals, some of whom work with one another in a coordinated manner, who obtain pharmaceuticals from physicians and pharmacies for personal use as well as for distribution. DTO members are also known to solicit users as well as other disenfranchised members of the community to obtain pharmaceuticals from physicians known to write prescriptions when there is no legitimate physician/patient relationship. The “patient” then fills the prescription at a pharmacy; he or she may keep a portion of the prescription for personal use or to sell it to others.

Marijuana is readily available in Hawaii, which passed medical marijuana legislation in 2000. The drug is both cultivated locally and transported to Hawaii from the continental U.S. Marijuana is routinely grown indoors as well as outdoors on public or private lands. It is not uncommon for DTOs to lease several residences within geographic proximity to one another and use them as indoor marijuana grows. In addition, recent intelligence indicates that “wax,” a marijuana concentrate, is being produced and trafficked in Hawaii.

DTOs employ a variety of transportation methods to ship marijuana to Hawaii from the continental U.S. These methods include human couriers traveling on commercial airline flights; corrupt airline employees who ensure marijuana shipments bypass airport security; and package services such as the USPS, FedEx, and UPS to transport small amounts of marijuana to Hawaii from the continental U.S. When using shipping services, DTOs use a variety of concealment methods to disguise the drug’s odor.

The organizations responsible for distributing marijuana throughout Hawaii consist of individuals from a variety of ethnic backgrounds, including Asian, Native Hawaiian, Pacific Islander, and Caucasian. Most marijuana DTOs operating in Hawaii are not poly-drug in nature; they tend to distribute only marijuana, synthetic cannabinoids, and/or e-liquids for use in e-cigarettes. There is no evidence to date that synthetic cannabinoids and/or e-liquids are

manufactured in Hawaii. Intelligence indicates that local distributors purchase these products from a variety of manufacturers located in the continental U.S. and certain foreign countries.

Marijuana grown for local consumption is often cultivated on islands other than Oahu; it is then transported to Oahu using a variety of methods, including via commercial airlines flights using human couriers. While it remains unclear whether airline employees may be involved in these activities, it is likely the DTOs recruit them in order to ensure the marijuana shipments bypass airport security check points. Smaller amounts are shipped to Oahu using small package shipping services as well as container shipping services. Proceeds are repatriated to outlying islands using a variety of methods, such as concealing the proceeds in shipments of legitimate goods.

Hawaii's geographical location also provides potential international and multi-state criminal groups with ample opportunity to traffic drugs to, through, and from the area due to its exceptionally high volume of international and domestic air and ocean traffic.

Intelligence Initiatives

The ISC Intelligence Group is the nucleus of the Hawaii HIDTA intelligence program. It supports the HIDTA's mission by collecting, evaluating, analyzing, and disseminating timely information in support of investigative case activity relating to drug importation, drug distribution, money laundering, drug-related violent crime, and drug-related firearms trafficking. The Intelligence Group provides a full range of investigative analytical support to all Hawaii HIDTA enforcement task forces, as well as to prosecuting attorneys, appropriate non-HIDTA law enforcement, and other official intelligence entities. Support includes telephone toll, pen register, wiretap and internet communications analysis, link analysis (analysis of associations among targets), event analysis (analysis of illegal activity or law enforcement action), post-seizure analysis, financial investigative analysis, and development of new analytical techniques. The Intelligence Group analysts work closely on a daily basis with Federal agents and task force officers in the investigative and interdiction task forces during the full investigative and prosecutorial process.

All Hawaii HIDTA initiatives are able to deconflict investigative data and operational events via WSIN, RISS, and a deconfliction and intelligence-sharing component of the Hawaii HIDTA ISC. Hawaii HIDTA member-agencies utilize WSIN's 24/7 Watch Center deconfliction services to ensure maximum protection of their personnel during enforcement operations.

Additionally, the Hawaii HIDTA hosts the Hawaii State Fusion Center by providing office space, intelligence, and law enforcement interoperability. Fusion Center analysts are provided access to a variety of HIDTA resources, including Federal agents, task force officers, investigators, analysts, and other community stakeholders. Intelligence reports are shared via Federal, state, and local networks; HIDTA's intranet; eGuardian; HSIN; and RISS. As co-located partners, the HIDTA and the Fusion Center regularly share information and intelligence on topics of mutual interest and threats to the public. Intelligence and informational bulletins generated by the Fusion Center and ISC are accessible to members of a national network of state Fusion Centers, law enforcement agencies, first responders, critical stakeholders, and other HIDTAs nationwide.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
HI Impact Group 1 Task Force (HIDTA)	City and County of Honolulu (Oahu)
HI Impact Group 3 Task Force (HIDTA)	City and County of Honolulu (Oahu)
HI Impact Maui Task Force (HIDTA)	Maui County
HI Impact Kona Task Force (HIDTA)	Hawaii (Big Island) County
HI Impact Hilo Task Force (HIDTA)	Hawaii (Big Island) County
HI Impact Kauai Task Force (HIDTA)	Kauai County
Domestic Interdiction Task Force (HIDTA)	Honolulu International Airport: Operating Statewide
Foreign Interdiction Task Force (HIDTA)	Honolulu International Airport
Parcel Interdiction Task Force (HIDTA)	Honolulu International Airport
Rapid Reduction Drug Unit (HIDTA)	City and County of Honolulu
Project Safe Neighborhoods (HIDTA)	City and County of Honolulu
Money Laundering & Asset Forfeiture Task Force (HIDTA)	City and County of Honolulu
Marijuana Task Force (HIDTA)	City and County of Honolulu
Hawaii Safe Streets Task Force (FBI)	Honolulu
Fugitive Task Force (HIDTA)	City and County of Honolulu
Pharmaceutical Diversion Task Force (HIDTA)	City and County of Honolulu: Operating Statewide
Hawaii Narcotics Task Force (JAG)	Maui, Kauai, and Hawaii Counties
Statewide Marijuana Eradication Task Force (DCE/SP)	Maui County, Kauai County, Hawaii County, and the City & County of

Task Force Coordination

The Hawaii HIDTA Executive Board stresses equal partnerships among its participating agencies and is the coordinating body for drug investigations within the state of Hawaii. The Hawaii HIDTA is uniquely the only HIDTA which encompasses an entire state. Although the Statewide Marijuana Eradication Task Force (SME) and the Hawaii Narcotics Task Force (HNTF) are non-HIDTA funded, they coordinate and report activities on a monthly basis to Hawaii HIDTA. Additionally, a Hawaii HIDTA task force commander serves as a coordinator between the HNTF and Hawaii HIDTA enforcement task forces. The coordinator hosts a quarterly drug unit commanders meeting that facilitates the exchange of information and addresses issues of mutual concern. The task forces often work together on OCDETF prosecutions through investigative information or resource sharing.

All Federally funded law enforcement task forces in Hawaii, regardless of their funding source, are mandated to utilize WSIN for coordination, case activation, and critical event/subject deconfliction. All other law enforcement components within the state of Hawaii voluntarily use

WSIN for deconfliction services and information sharing. Additionally, the drug task forces share information through the various components of the Hawaii HIDTA ISC.

The Hawaii HIDTA ISC maintains access to WSIN's 24/7 Watch Center through an exchange of services. The Watch Center coordinates all case activation, critical event/subject deconfliction, and communication activities. Within the Hawaii HIDTA ISC, the intelligence unit coordinates the reporting, analysis, and dissemination of information among the task forces; the CIU-Gang unit coordinates the sharing of information among the neighboring island police department intelligence units.

The Hawaii HIDTA plays a central role in providing training to the task forces to ensure the latest information and enforcement techniques are shared and coordinated.

The heads of all Federal, state, and local law enforcement agencies in Hawaii participate, either as voting or advisory members, on the Hawaii HIDTA Executive Board. The Executive Board ensures information sharing and collaboration among its respective agencies.

HIDTA Evaluation

The Hawaii HIDTA program continues to demonstrate significant accomplishments in its effort to reduce drug availability in its area of responsibility. The Executive Board recognizes the importance of a counterdrug effort that promotes coordination and effectiveness among state, local, and Federal law enforcement agencies. It also embraces stakeholders in drug education and prevention, health care, and public leadership in order to provide an inclusive community action plan and response to the harmful consequences of drug trafficking in the communities.

The Hawaii HIDTA continues to work to reduce drug availability by targeting, disrupting, and dismantling major DTOs, arresting and prosecuting traffickers, and seizing their illicit drugs and profits. In 2013, whereas the HIDTA had projected to disrupt or dismantle 40 DTOs, its task forces disrupted or dismantled 43, of which 25 were multi-state in scope. Hawaii HIDTA task forces removed substantial quantities of drugs from the market, denying the traffickers an estimated \$142.9 million in revenues. Additionally, Hawaii HIDTA task forces seized nearly \$3.6 million in cash and other drug-related assets, collectively totaling \$146.5 million in drug and asset removal and achieving a total ROI of \$48.84.

Houston HIDTA – Designated in 1990

Executive Director – F. Mike McDaniel

Purpose and Goals

The mission of the Houston HIDTA is to disrupt the market for illegal drugs through the creation and maintenance of intelligence-driven task forces targeting major DTOs, money laundering organizations, and drug gangs. Further, the Houston HIDTA helps to enhance and coordinate efforts among Federal, state, and local law enforcement agencies.

Strategy

The Houston HIDTA will continue to foster cooperative and effective working relationships among Federal, state, and local agencies that participate and/or operate in the Houston HIDTA region to achieve the common goals of disrupting and dismantling DTOs and reducing the demand for drugs.

Location

The Houston HIDTA operates out of Houston, Texas. The 18 counties that comprise the Houston HIDTA region are: Aransas, Brazoria, Brooks, Fort Bend, Galveston, Hardin, Harris, Jefferson, Jim Wells, Kenedy, Kleberg, Liberty, Montgomery, Nueces, Orange, Refugio, San Patricio, and Victoria. The city of Houston is also part of the HIDTA.

Initiatives

The Houston HIDTA has 15 Initiatives: 1 Management, 8 Enforcement/Interdiction, 3 Intelligence, 1 Prevention, 1 Training, and 1 Resource Initiative.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	146	\$4.00	\$20.00	2,250	6,949

Threat Assessment

The threat from illicit drug trafficking and associated violence within the Houston HIDTA region remains high, in large part due to its close proximity to the Southwest border area, as well as its seaports and national highway infrastructure. As a result, the region is one of the most significant distribution and transshipment areas for the variety of illegal drugs trafficked from Mexico into the United States. It is also a primary consolidation point for bulk cash smuggled back across the border. Therefore, Houston is one of the principal centers for drug activity in the country. Houston has experienced an increased threat from pharmaceutical diversion activities and methamphetamine availability, heightening the level of threat posed to the region and beyond. In addition to the imminent threat posed by the vast supply of illegal drugs moving through the

region, drug-related violence continues to escalate, especially among the region's gangs. Gangs within the Houston HIDTA region continue to grow in strength and number. Their violence, often spurred by drug-related turf issues, is increasingly brutal, heightening the severity of the impact of the drug trade in the region.

Intelligence Initiatives

The mission of the Houston Investigative Support Center (HISC) is to provide accurate and timely intelligence analysis to law enforcement agencies regarding drug-related criminal activity in the HIDTA region. The HISC was first funded by the HIDTA program in 1992 and has been used by the FBI as a model for its Field Intelligence Groups. The HISC provides investigative case support for the Houston HIDTA's enforcement initiatives, participating agencies, and any other regional law enforcement entity needing assistance. In addition to case support, the HISC also provides strategic, organizational, and tactical intelligence on DTOs operating in the region using the full gamut of analytical techniques. To accomplish the mission, the HISC uses four teams:

- 1) Investigative Research Team: provides short term assistance and quick checks;
- 2) Analytical Case Support Team: long-term case support on DTOs and complex criminal investigations;
- 3) Case Development Team: FBI intelligence squad of Special Agents and TFOs who use FBI sources to generate leads and referrals; and
- 4) Strategic Intelligence Team: writes the threat assessments and special topic assessments and bulletins.

In addition to providing investigative case support and other traditional ISC functions, there are several noteworthy programs that were created in 2012 and continued in 2013:

- Multi-Agency Analysis of Recent Seizures (MARS): a new HISC project started in late 2012 where all seizures made by the Truck, Air, Rail, and Port (TARP) Initiative and regional Department of Public Safety traffic stops are examined and researched by FBI, Immigration and Customs Enforcement (ICE), DEA, Texas Department of Public Safety (TX DPS) (Pocket Trash), Harris County Sheriff's Office, Houston Police Department, and Cellebrite analysts in their home databases. First priority is to quickly connect the seizure/suspects to an active OCEDTF, CPOT, or RPOT investigation, followed by referring the information/target package to a HIDTA initiative or agency. Any new workable leads are referred to a HIDTA enforcement initiative or agency. This program expanded in 2013 to other seizures.
- Cellebrite Program: The HISC began this program in 2012. Cellular phone information obtained as a result of arrests, seizures, and other enforcement actions is downloaded, analyzed, and deconflicted. This program dovetails into the MARS and Pocket Trash programs. The downloaded information is deconflicted against agency databases. If a hit occurs, a pointer system deconfliction notification is sent to the two parties involved. Any workable leads are referred to a HIDTA enforcement initiative.
- The Pocket Trash Program: created in 2006, this program continues to be a vital part of HISC services. It is a database designed to capture and exploit intelligence obtained from phone numbers found on business cards, scraps of paper, hotel stationery, or any other venue observed during enforcement operations. Houston

HIDTA initiatives populate this pointer system database with telephone numbers typically overlooked or thrown in the trash. This database is available for all law enforcement in the Houston HIDTA region. The program has become part of the post-seizure analysis done by the MARS program team mentioned above.

The Narcotics Operations Control Center (NOCC) provides event deconfliction services to the Houston HIDTA and other agencies in the Houston area. It is the only single-agency Initiative in the Houston HIDTA. The NOCC began transitioning to the web-based Case Explorer event deconfliction system in early 2011. Event deconfliction in the Houston HIDTA region continues to improve each year as regional agencies recognize the value and importance of these centralized services. The NOCC deconflicts the Houston area, and the South Texas HIDTA provides the service to the southern part of the Houston HIDTA region using SAFETNet.

The Texas Narcotics Information System (TNIS), managed by the Texas Department of Public Safety, is located at Texas DPS headquarters in Austin, Texas, which is outside the Houston HIDTA area. In 2009, Texas DPS consolidated all of its intelligence functions into the Intelligence and Counterterrorism Division, which includes TNIS. Its teams provide full-service post-seizure analysis to all law enforcement and full analytical support at the request of any agency, including some case and subject deconfliction to non-HIDTA agencies. It has access to unique databases that are particularly helpful to law enforcement agencies.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Major Drug Squads (HIDTA)	Houston
Truck, Air, Rail and Port (HIDTA)	Houston
Targeted Narcotics Enforcement Team (HIDTA)	Houston
Texas Costal Corridor Initiative (HIDTA)	Corpus Christi
Methamphetamine Initiative Group (HIDTA)	Houston
Fort Bend Enforcement Team (HIDTA)	Stafford
Houston Money Laundering Initiative (HIDTA)	Houston
Gangs and Non-Traditional Gang Squad (HIDTA)	Houston
OCDETF Strike Force (OCDETF)	Houston
Multi-agency Gang Task Force (FBI)	Houston
Corpus Christi Violent Crimes Task Force (FBI)	Corpus Christi

Task Force Coordination

It is the policy of the HIDTA Executive Board that all participating agencies deconflict all events, whether or not they are related to a HIDTA initiative, through the Houston HIDTA’s event deconfliction initiative, the Narcotic Operations Control Center. Area agencies that do not

participate in the HIDTA also use the HIDTA's services to deconflict drug and other events. Case/subject deconfliction through the HISC is generally done by HIDTA initiatives and Houston-area agencies.

The HISC is co-located with the FBI JTTF in Houston, and sharing is routine and institutionalized. The manager of the FBI Field Intelligence Group is also the HISC Commander. The OCDETF Strike Force is housed in the DEA office and shares information daily with the Major Drug Squads, a HIDTA Initiative also located at the DEA. It also shares information on an ad hoc basis with other HIDTA Initiatives, especially the Fort Bend Enforcement Team. DEA has formal task forces in Corpus Christi, Galveston, and Beaumont, Texas. The Corpus Christi task force is co-located with the Texas Coastal Corridor Initiative and shares information constantly. The others work with HIDTA on an ad hoc basis. The FBI violent crimes task force in Corpus Christi works closely and shares personnel with the HIDTA Gangs and Non-Traditional Gang Squad Initiative. The FBI task force is not strictly a drug task force, but it has a drug nexus.

Other FBI and Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) task forces operating in the area that have a drug nexus to varying degrees include the Houston Asian Organized Crime Task Force; JTTF, Houston, Beaumont, Bryan/College Station, Corpus Christi Violent Crime Fugitive Task Force; Houston Coastal Safe Streets Task Force; Southeast Texas Safe Streets Task Force, Texas City, Texas; and the Counter Terrorism Intelligence Group, Houston. ATF also has a VCIT task Force in Houston and three Project Gunrunner groups that operate in the area. Other than deconfliction, the cooperation with these task forces is ad hoc and frequent.

HIDTA Evaluation

The Houston HIDTA is achieving its performance objectives. In 2013, the HIDTA identified 556 DTOs and MLOs operating in the Houston region. HIDTA initiatives had planned to disrupt or dismantle 130 of the identified DTOs/MLOs; however, by the end of 2013, they had disrupted or dismantled 145, exceeding expectations by 11 percent. Of the 145 DTOs disrupted or dismantled, 116 were either international or multistate in scope. Of the active investigations conducted in 2013, a total of 35 were designated as OCDETF, CPOT, or RPOT, indicating that Houston HIDTA Initiatives continue to work effectively against the highest-level drug traffickers.

Illicit drugs are extremely profitable for the organizations that traffic them and many experts believe that removing DTOs' profits is the most effective way to disrupt their operations and activities. Investigations targeting MLOs tend to be long-term and complex. During 2013, Houston HIDTA initiatives disrupted or dismantled 16 MLOs.

In 2013, Houston HIDTA initiatives removed illicit drugs with a total estimated wholesale value of more than \$194.0 million and \$37.2 million in cash and other drug-related assets from DTO balance sheets for a total ROI of \$23.51, including a ROI of \$3.79 for cash and assets seized.

Lake County HIDTA – Designated in 1996

Executive Director – Charles Porucznik

Purpose and Goals

The mission of the Lake County HIDTA is to reduce drug availability and use by creating intelligence-driven drug task forces (initiatives) whose objectives are to reduce/eliminate domestic drug trafficking and its harmful effects through the enhancement and coordination of enforcement efforts among Federal, state, and local law enforcement agencies.

Strategy

The Lake County HIDTA works with 18 state and local jurisdictions, 9 law enforcement initiatives, and 7 Federal agencies in bringing a coordinated law enforcement effort to the HIDTA region in an effort to combat drug trafficking.

Location

The Lake County HIDTA operates out of Crown Point, Indiana. Currently, four of its nine law enforcement initiatives co-located in the same facility in Crown Point.

Initiatives

The Lake County HIDTA has 13 initiatives, which include 2 management, 1 training, 1 intelligence, and 9 investigation/interdiction initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	19	\$0.57	\$4.79	1,065	506

Threat Assessment

The drug threat in the Lake County HIDTA region has increased over the past year because of the rising availability of heroin, CPDs, marijuana, and ice methamphetamine. Heroin availability and use continue to increase throughout the HIDTA region. Treatment facilities are reporting an increase of heroin-related admissions. Overdose deaths related to opioids, including heroin, have increased over the last few years. Based on survey responses from local police agencies in the area, CPDs are an increasing, evolving threat. There remains a prominent presence of Mexico-based DTOs in the region, which have direct links to Chicago and the SWB. These DTOs supply most of the heroin, marijuana, cocaine, and ice methamphetamine to the area. High-potency, locally produced marijuana is also readily available. Crack cocaine is an isolated threat, especially in the northern cities of Gary, Hammond, and East Chicago.

Key issues identified in the Lake County HIDTA region include the following:

- 1) Heroin availability is increasing in both Lake and Porter Counties, contributing to rising levels of heroin use, treatment admissions, and overdoses.
- 2) CPD availability and abuse, especially prescription opioids, are increasing throughout the HIDTA's area of responsibility and contributing to a recent surge in drug overdose deaths.
- 3) Growing demand for high-potency marijuana in Lake and Porter Counties has resulted in greater availability.
- 4) The availability of cocaine has remained stable over the past year.
- 5) Ice methamphetamine availability is increasing. Much of the ice is being brought to the area from the SWB, California, and Chicago.
- 6) Chicago-based street gangs continue to expand into the HIDTA region. Gangs are involved in the trafficking of drugs and firearms between Northwest Indiana and Chicago.

Intelligence Initiatives

The ISC is the hub of Lake County HIDTA operations. It is jointly managed by the DEA and the Indiana State Police (ISP) and staffed by analysts from HIDTA, DEA, and the Indiana National Guard Counterdrug Task Force. The ISC provides accurate, detailed, and timely drug and non-drug intelligence to HIDTA initiatives as well as to other police agencies from Lake and Porter Counties. The ISC provides event and target deconfliction services to HIDTA initiatives and police agencies throughout Indiana. The ISC is co-located in the HIDTA facility with other HIDTA initiatives.

The Regional Gang Intelligence Database (RGID), which is 28 CFR 23 compliant, was developed by the ISC as a resource for local police officers to identify gang members operating and living in Northwest Indiana and Northeast Illinois. Currently, RGID contains information on over 12,000 suspected gang members from Indiana, Illinois, Iowa, Ohio, and Wisconsin and is available to law enforcement officers throughout the nation. Lake County HIDTA recently partnered with the Chicago HIDTA and the Cook County, Illinois, Sheriff's Department to expand the capabilities of RGID.

The ISC uses the SAFETNet deconfliction system, which is directly linked to four other Midwestern HIDTAs. Nationwide, SAFETNet is directly linked to 18 HIDTAs and to all HIDTAs via the National Virtual Pointer System (NVPS). The ISC also has access to police databases throughout Lake and Porter Counties, the State of Indiana Gang Net, and the Indiana Department of Corrections and Federal databases to include DEA, FBI, ATF, IRS, and the U.S. Department of the Treasury's Financial Crimes Enforcement Network (FinCEN).

The ISC also provides strategic and predictive intelligence capabilities throughout the region. The Digital Evidence Section (DES) became operational in October 2009. In 2013 the ISC received requests for computer (38 requests by 15 local departments or Federal agencies) and cellular/mobile phone (63 requests by 23 local departments or Federal agencies) forensic analysis. In addition to narcotics and firearms cases, DES supported the investigations of 20 homicides, of which 2 were drug related.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the Lake County HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

TASK FORCES	LOCATIONS
DEA Task Force Group 56	Merrillville
Lake County Combined Task Force (HIDTA)	Crown Point
Gang Response Investigative Team Initiative (HIDTA)	Hobart
Hotel Interdiction and Truck Stop Initiative (HIDTA)	Crown Point
Marshal's Fugitive Task Force (HIDTA)	Hammond
Firearms Interdiction Regional Enforcement Initiative (HIDTA)	Crown Point
Domestic Highway Enforcement Initiative (HIDTA)	Lowell
Money Laundering and Financial Crimes (HIDTA)	Crown Point
Porter County Prosecutor's Drug Task Force (HIDTA)	Valparaiso
Porter County Interdiction Task Force (HIDTA)	Valparaiso

Task Force Coordination

The Lake County Drug Task Force (LCDTF) coordinates with a number of other Lake County HIDTA initiatives. If LCDTF's operations encounter large amounts of drugs or any weapons, they contact and coordinate with either the Lake County Combined Task Force (LCCTF, a DEA-led initiative) or the Firearms Interdiction Regional Enforcement Task Force (FIRE, an ATF-led initiative). LCDTF works with the Lake County HIDTA's ISC on certain operations and event/subject deconflictions, and with the IRS, United States Postal Inspection Service, ICE, and other agencies to effectively carry out their operations. The Lake County HIDTA ISC provides deconfliction (event and target) services to 53 Federal, state, and local law enforcement agencies.

Representatives of the Federal, state, and local law enforcement agencies in Lake and Porter Counties serve on the Lake County HIDTA Executive Board either as voting or advisory members. The Executive Board ensures information is shared among its membership.

The Lake County HIDTA ISC and task forces turn over any terrorism-related information and investigative leads encountered in the course of their counterdrug efforts to the JTTF.

HIDTA Evaluation

The Lake County HIDTA is achieving its primary performance objectives. During 2013, the HIDTA disrupted or dismantled 23 DTOs – 153 percent of the expected result. HIDTA task forces seized illegal drugs with a total estimated wholesale value of over \$14.2 million and \$1.2 million in cash and other-drug related assets (\$15.4 million total), achieving a total return on investment of \$5.05. The HIDTA also provided 2,386 training hours to 305 students.

The Lake County HIDTA seeks ways to enhance its overall performance and looks to reduce drug availability with the coordination of other enforcement efforts. Lake County's ISC has increased its capabilities for investigative support through the addition of several key software programs, ensuring that the latest information and enforcement techniques are shared and coordinated with all investigators.

Los Angeles HIDTA – Designated in 1990

Executive Director – Roger Bass

Purpose and Goals

It is the mission of the Los Angeles HIDTA (LA-HIDTA) to measurably reduce drug trafficking, thereby reducing the impact of illicit drugs in this and other areas of the country. This mission is to be accomplished through the use of multijurisdictional (Federal, state, and local), co-located, and co-mingled law enforcement and intelligence initiatives designed to disrupt and dismantle major drug trafficking and money laundering organizations operating in and through the LA-HIDTA region.

Strategy

By design, the LA-HIDTA strategy provides a comprehensive, dynamic law enforcement/intelligence plan that combines and coordinates regional drug control efforts in areas where they can have the most significant impact upon the threat. By Executive Board direction, this HIDTA consists of seven major operational task forces comprising co-located Federal, state, and local law enforcement agencies and three intelligence initiatives. It is their collective purpose to effectively and efficiently work within the strategy to identify and target the major DTOs that operate at the higher levels of the illegal narcotic “food chain” in order to measurably reduce drug trafficking and its impact in this and other areas of the country.

Location

LA-HIDTA operates out of Los Angeles, California. Its designated geographic area covers the four counties of Los Angeles, Orange, Riverside, and San Bernardino (32,000 square miles/population of approximately 17.4 million).

Initiatives

LA-HIDTA has 12 initiatives: 1 management, 1 training, 1 prosecution, 3 intelligence and 6 investigation/interdiction initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	139	\$5.38	\$53.22	1,728	675

Threat Assessment

Mexico-based DTOs and criminal groups control the wholesale distribution of illicit drugs in the LA-HIDTA region. They supply illicit drugs to distributors within the region and to distributors in most other significant drug markets throughout the country. Their influence is so

profound that the LA-HIDTA region has become one of the most significant illicit drug distribution centers in the United States for cocaine, heroin, marijuana, methamphetamine, MDMA, and PCP. Sources of the investigations for most of the open DTO cases in LA-HIDTA at the end of 2013 are Mexican nationals.

Additionally, the Mexico-based DTOs and criminal groups based in the LA-HIDTA region are increasing their control over illicit drug distribution in many drug markets, most recently in East Coast drug markets that have long been controlled by other trafficking groups, which further enhances the role of the region as a national-level drug distribution center. It clearly is a staging area for Mexico-based DTOs and some that have a national and/or international presence.

The geographic, cultural, social, and economic diversity and general affluence of the population within the four-county area (8th largest economy in the world, with approximately 13 percent of the national GDP, the largest in the United States) have helped make the LA-HIDTA region a huge market for drug use and distribution. At the same time, the highly developed transportation routes and the proximity to the Southwest border have made the LA-HIDTA area a primary distribution, storage, and supply hub for illicit drugs destined for all the major metropolitan areas in the United States. Further, the large rural and remote desert areas make LA-HIDTA an ideal location for clandestine manufacturing of ice methamphetamine, although the majority of methamphetamine encountered in the LA-HIDTA area is manufactured in Mexico.

Intelligence Initiatives

The LA-HIDTA Intelligence Support System (ISS) comprises the following intelligence initiatives: the Los Angeles Regional Criminal Information Clearinghouse (LA CLEAR); the Joint Regional Intelligence Center (JRIC); and the Inland Narcotics Clearing House. The following provides a brief overview of the major components and capabilities of the LA-HIDTA ISS:

It is the primary mission of LA CLEAR to ensure officer safety and operational efficiency by providing advanced technology, intelligence, and enhanced information sharing to all law enforcement agencies. As part of the LA-HIDTA ISS, LA CLEAR was created to provide an Intelligence Support Center (ISC) for law enforcement agencies operating within the LA-HIDTA region. LA CLEAR has electronic connectivity with and provides a variety of services to both HIDTA-funded initiatives and other law enforcement agencies operating within the HIDTA region. LA CLEAR is made up of:

- 1) A 24-hours-a-day, 7-days-a-week Intelligence and Deconfliction Watch Center (War Room);
 - a. The War Room uses the California State Intelligence Index (CSII) database and the Regional Information Sharing System Intelligence database (RISSIntel) as pointer systems and achieves national connectivity through the Regional Information Sharing System Network pointer system (RISSNET) with its connectivity to the NVPS. This facilitates Case/Subject/Target Deconfliction as well as the sharing of information among law enforcement agencies operating within and outside the HIDTA region. Additionally, through the War Room's use of RISSafe to facilitate Event Deconfliction, officer safety remains a paramount consideration within the LA-HIDTA region.

- 2) An Analytical Unit composed of an Investigative Analysis Section (Case Support) and a Research Analysis Section (Post-Seizure Analysis and Domestic Highway Enforcement);
 - a. The Analytical Unit provides agencies with all types of operational, tactical, and analytical products, including telephone toll analysis, link analysis, charts, graphs, wiretap support, and targeting analysis.
 - b. The Analytical Unit produces quarterly trend reports that have strategic analysis on enforcement trends, price and purity updates, lab seizure data, and clandestine laboratory trend information.
 - c. The Analytical Unit has access to the CSII and RISSIntel databases, law enforcement databases, commercial databases such as Autotrak and Lexis-Nexis, as well as access to EPIC.
- 3) A Special Operations Support Unit that provides electronic intercept support through an on-site 50-station digital electronic intercept and surveillance center;
 - a. The Special Operations Support Unit has technicians on-call 24 hours a day to assist law enforcement agencies.
- 4) A 100-seat training facility that doubles as a command post with sufficient telephone and data lines to support large operations;
- 5) A 20-station computer training lab where classes are presented on a variety of programs, including Pen-Link and Analyst's Notebook;
- 6) An Information Systems Support Unit that supports the more than 160 computers, 20 servers, and 150 software applications on-site at the LA CLEAR, maintains the HIDTA node, and is a RISS node within the RISSNET information-sharing highway; and
- 7) Intelligence and deconfliction services provided to 236 Federal, state, and local law enforcement agencies, regional and district offices, and task forces in California.

JRIC serves as an intelligence coordination center for the JTTF and FBI Field Intelligence Groups (FIGs) within the LA-HIDTA region. In order to enhance efficiency in 2010, the JRIC and the Joint Drug Intelligence Group combined into one intelligence effort; the JRIC is now considered to be one of the LA-HIDTA's three intelligence initiatives. The JRIC is co-led by personnel from the FBI and local agencies represented on the LA-HIDTA Executive Board.

In order to enhance communications and joint use among personnel, the FBI Sensitive Compartmented Information Facility is co-located with JRIC. To share secure communications, analysts and managers assigned to JRIC, along with the other two LA-HIDTA intelligence initiatives, have access to the office

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement, violent crime and terrorism task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Southern California Drug Task Force (HIDTA)	Los Angeles, Orange, Riverside, San Bernardino
Los Angeles Interagency Metropolitan Police Apprehension Crime Task Force (HIDTA/BJA)	Los Angeles County

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Los Angeles County Sheriff's Department Multijurisdictional Meth Enforcement Team (BJA)	Los Angeles County
Southwest Border Task Force (DEA)	Los Angeles County
Tactical Diversion Squad (DEA)	Los Angeles County
Los Angeles Regional Criminal Information Clearinghouse (HIDTA/BJA)	Los Angeles County
Pacific Southwest Regional Fugitive Task Force (HIDTA/USMS)	Los Angeles, Orange, Riverside, San Bernardino
Joint Regional Intelligence Center (DHS) (HIDTA)	Los Angeles County
Los Angeles Joint Terrorism Task Force (FBI)	Los Angeles County
Regional Methamphetamine Task Force (HIDTA)	Los Angeles County
LA Metro Task Force on Violent Crime (FBI)	Los Angeles County
Regional Narcotics Suppression Program (HIDTA)	Orange County
Regional Methamphetamine Task Force (HIDTA/BJA)	Orange County
Orange County Sheriff's Department Domestic Highway Enforcement Team (BJA)	Orange County
Orange County Intelligence Assessment Center (DHS/FBI)	Orange County
Orange County Joint Terrorism Task Force (FBI)	Orange County
Santa Ana Violent Crimes & Gang Task Force (FBI)	Orange County
Inland Regional Narcotic Enforcement Team (HIDTA)	San Bernardino County
Regional Methamphetamine Task Force (HIDTA)	San Bernardino County
San Bernardino County Marijuana Eradication Team (BJA)	San Bernardino County
San Bernardino County High Desert Task Force (BJA)	San Bernardino County
San Bernardino Joint Terrorism Task Force (FBI Lead)	San Bernardino County
Inland Crackdown Allied Task Force (HIDTA)	Riverside County
Inland Narcotic Clearing House (HIDTA)	Riverside County
Regional Methamphetamine Task Force (HIDTA)	Riverside County
Riverside County Marijuana Eradication Team (BJA)	Riverside County
Coachella Valley Narcotic Task Force (BJA)	Riverside County
Palm Springs Narcotic Enforcement Team (DEA)	Riverside County
Riverside Joint Terrorism Task Force (FBI)	Riverside County
Riverside Gang Impact Team (FBI)	Riverside County

Task Force Coordination

LA-HIDTA facilitates cooperation and joint efforts among more than 75 Federal, state, and local law enforcement agencies, involving over 730 personnel participating in the LA-HIDTA Task Force and Intelligence initiatives.

LA-HIDTA brings a working “initiative cooperation agreement” between intelligence and task force initiatives, enhances lines of communication, and defines areas of responsibility. The plan also brings an enhanced level of intelligence resources to the LA-HIDTA law enforcement

community. Law enforcement's intelligence needs are addressed regardless of which component of the ISS is initially contacted for service. The ISS then focuses on defining viable targets and providing meaningful case support, based on major drug trafficking intelligence information that has been gathered by the ISS and various law enforcement elements within the region.

The LA-HIDTA task force then applies all necessary investigative resources to identify, prioritize, target, and dismantle the major poly-DTOs found operating in the LA-HIDTA region on a regional, national, and international level. All task forces, in concert with the ISS, review ongoing cases. The goal is to re-evaluate their targets' viability and redistribute resources, if necessary, to ensure maximum impact and overall success. Case, subject, and event "all crimes" deconfliction are major components of these efforts.

All law enforcement agencies and task forces (to include all JTTFs and intelligence centers within the LA-HIDTA region) utilize the LA CLEAR to perform all case and event deconfliction.

2013 Impact – Drugs / Money Seized – Arrests

In 2013, over 172 tons of dangerous drugs were removed from the streets of America by the LA-HIDTA task forces. This included 2.2 tons of cocaine, 165.7 tons of marijuana, 715 lbs. of heroin, 3,756 kilograms (4.14 tons) of methamphetamine, and 35,632 ecstasy pills. Additionally, over \$71.19 million in cash and an additional \$2.95 million in property assets were seized. There were 3,720 individuals arrested for various narcotics and money laundering offenses (including 2,179 Federal fugitive/ narcotic nexus arrests by the United States Marshals Service) and 485 weapons seized.

HIDTA Evaluation

In 2013, LA-HIDTA initiatives dismantled or disrupted 142 DTOs, which was 8.9 percent below its target of 156 DTOs. Many of the DTO dismantlements or disruptions were the result of long-term, multi-year investigations. Sixty-two of the DTOs disrupted or dismantled were international, 51 multi-state, and 29 local in nature.

The HIDTA's initiatives seized illegal drugs with a wholesale value of \$512.5 million and \$74.1 million in cash and other drug-related assets (\$586.7 million total), for a total ROI of \$41.06. Marijuana accounted for 77.3 percent and cocaine accounted for 10 percent of all drugs seized. The HIDTA's ISS provided analytical support to 1,794 cases and processed 64,890 event and 277,043 case/subject/target element deconflictions in 2013. Additionally, the HIDTA provided 102,737 hours of training to some 12,178 students during this year.

Michigan HIDTA – Designated in 1997

Executive Director – Abraham L. Azzam

Purpose and Goals

The mission of the Michigan HIDTA is to measurably reduce drug trafficking, related violent crime, and money laundering in the HIDTA region. This is accomplished through three approaches: the coordination and sharing of intelligence, a unified law enforcement effort, and community cooperation to improve the quality of life in the state of Michigan. The Michigan HIDTA coordinates and synchronizes the focus and energy of its law enforcement partners by providing a common, neutral environment for planning and implementing strategies to address the drug and violent crime threat in the region.

Strategy

The Michigan HIDTA has adopted a three-tiered enforcement strategy. The initiatives target street-level dealers threatening the community (Level 1), mid-level dealers and priority targets (Level 2), and major drug and money laundering organizations identified in the HIDTA's threat assessment (Level 3).

The HIDTA accomplishes its mission and addresses the threat in the region through a united response from its Federal, state, local, and tribal partners, taking full advantage of their knowledge, skills and expertise. Through co-location, interagency cooperation, and consolidation of strategic and tactical information, the HIDTA fosters a comprehensive response to illicit drug trafficking by bringing together all available law enforcement resources. Cooperative working relationships have been developed over many years by the Executive Board and Executive Director to ensure that enhanced communication, collaboration, and information sharing support effective, intelligence-driven investigations.

Location

The Michigan HIDTA operates from Detroit. Its area of responsibility comprises 10 counties: 6 in eastern Michigan (Genesee, Macomb, Oakland, Saginaw, Washtenaw, and Wayne) and 4 in western Michigan (Allegan, Kalamazoo, Kent, and Van Buren). The Michigan HIDTA counties are home to approximately six million people and include the major illicit drug markets in Detroit, Flint, Saginaw, and the Grand Rapids-Kalamazoo area.

Initiatives

The Michigan HIDTA supports 29 initiatives, distributed as follows: 1 management and coordination, 2 training, 2 operational support, 1 investigative support and deconfliction, 2 fugitive apprehension, 3 interdiction, 15 investigative/enforcement initiatives that focus on drug trafficking and money laundering organizations, 2 investigative/enforcement initiatives that focus on drug-related violent crime, and 1 investigative/enforcement initiative that focuses on drug trafficking organizations and firearms.

The Michigan HIDTA worked with the DEA and our other Federal, state, and local partners to address the serious threat caused by the diversion of controlled prescription drugs in the region. As a result of this effort, a new DEA-led Tactical Diversion Squad focused on disrupting and

dismantling those organizations responsible for diverting controlled prescription drugs has been created and will be a HIDTA initiative in Program Year 2015.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	104	\$5.00	\$30.00	140	670

Threat Assessment

The Michigan HIDTA region is located between major drug markets in Chicago and the city of New York, shares an international border with Canada, and has 3 of the top 25 busiest commercial land ports in the United States. DTOs transport illicit drugs into and through the region from Chicago, New York, Atlanta, the Southwest border states, and Canada. Michigan HIDTA counties include major drug markets in Detroit, Flint, Saginaw, Grand Rapids, and Kalamazoo. These markets serve as distribution centers for smaller markets within the Michigan HIDTA region and neighboring states.

Heroin is readily available, and its use continues to increase throughout the entire state of Michigan. Over the years, heroin demand has surpassed that for cocaine, and prescription opioid users have turned to heroin as a cheap alternative to prescription drugs. In 2013, heroin accounted for the largest percentage of drug treatment admissions in Macomb, Oakland, and Wayne Counties, as well in as the city of Detroit.

The diversion of prescription drugs continues to be a significant threat to the state due to their availability through multiple methods of acquisition. Concurrent with the last reporting period, the methods of acquiring illegal prescription drugs include prescription fraud activities, “doctor shopping,” pharmacy robberies, fake prescription call-ins to pharmacies, and visiting physicians who operate as DTOs. Illegally obtained pharmaceutical drugs from Detroit and the surrounding metro area are subsequently distributed at higher costs to other states such as Ohio, Kentucky, Tennessee, Alabama, Mississippi, Indiana, and West Virginia. Prescription opioid abuse has continued to increase since 2008 in the metropolitan Detroit area.

Marijuana continues to be the most commonly used drug in the state of Michigan. Mexico remains the primary source of supply for low-quality, high-yield marijuana imported to Michigan. Since the passing of the Michigan Medical Marihuana Act in 2008, local marijuana production has increased. The increased emphasis on local cultivation has resulted in a greater availability of illicit Michigan-produced, high quality marijuana throughout the state.

Cocaine availability has remained moderate in this region, with some areas reporting decreased availability. Demand for cocaine continues to decline. Consequently, the price of cocaine per kilogram remains high.

Methamphetamine availability is not evenly dispersed throughout the state. Local production and consumption is a significant concern for the west side of the state. Much of the methamphetamine in Michigan is produced locally for personal consumption and/or small-scale retail sales. While production is a lower level concern in some areas of the state, in 2013

methamphetamine labs and/or methamphetamine incidents were reported in approximately 60 Michigan counties. Methamphetamine imported from the southwest is becoming more prevalent, selling for about \$20,000 per kilogram. Though few Michigan law enforcement agencies have reported seizures of ice methamphetamine, those that have indicate it is readily available and in demand in their areas.

MDMA, also known as “ecstasy,” is available in Michigan. MDMA is primarily trafficked into Michigan from Canada through the international border ports of entry and shipped via parcel deliveries from China to sellers in the United States. Synthetic drugs are available in most parts of the state, with no significant increases over the past year.

Detroit, Flint, Saginaw, and Pontiac continue to be four of the most violent cities in the United States. Drug-related violent crime continues to pose a significant threat in these areas. The Michigan HIDTA continues to be an integral component of the Detroit One Violent Crime Reduction Initiative. This community and law enforcement partnership spearheaded by the U.S. Attorney’s office for the Eastern District of Michigan, in cooperation with the Detroit Police Department and the HIDTA’s Federal, state and local partners, focuses on identifying and arresting the worst offenders involved in violent firearms offenses in the City of Detroit. To date, 114 of the most violent felons have been arrested and charged since the partnership began in March 2013.

Intelligence Initiatives

Supervisors from the DEA, FBI, Michigan State Police, and Detroit Police Department work in conjunction with the Michigan HIDTA Investigative Support and Deconfliction Center (ISDC) Coordinator to co-manage the ISDC. They meet on a regular basis to discuss current trends and update each other on agency operations. This commitment provides an open environment with free sharing of information across agency boundaries. More than 100 law enforcement agencies use the ISDC for deconfliction, case matching, and investigative support services. The Detroit Southeast Michigan Information and Intelligence Center (DSEMIIC), also known as the Fusion Center for southeast Michigan, is co-located within the Michigan HIDTA ISDC.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Bay Area Narcotics Enforcement Team (HIDTA)	Saginaw County
Border Enforcement Security Task Force (HSI)	Michigan-Wide
Combined Hotel Interdiction Enforcement Team (HIDTA)	Wayne County
County of Macomb Enforcement Team (HIDTA)	Macomb County
DEA Dangerous Drugs Group 2 (HIDTA)	Wayne County
DEA Group 3 (DEA)	Michigan-Wide
DEA Group 4 (DEA)	Michigan-Wide
DEA Group 5 (DEA)	Michigan-Wide
DEA Detroit Enforcement Group 6 (HIDTA)	Wayne County
Detroit Transportation Interdiction Unit DEA Group 7 (HIDTA)	Wayne County

DEA Group 8 (HIDTA)	Wayne County, Macomb County
Financial Investigation Initiative DEA Group 9 (HIDTA)	Wayne County
DEA Group 19 (HIDTA)	Wayne County, Oakland County
DEA Tactical Diversion Squad (DEA)	Michigan-Wide
Detroit Violent Gang Task Force (FBI)	Detroit, MI
Detroit Fugitive Apprehension Team (HIDTA)	Wayne County
Domestic Highway Enforcement (HIDTA)	Michigan-Wide
Downriver Area Narcotics Organization (HIDTA)	Wayne County
FBI/ DPD Conspiracy One Organized Crime Task Force (HIDTA)	Wayne County
Firearms Investigation Team (HIDTA)	Wayne and Genesee County
Flint Area Narcotics Group (HIDTA)	Genesee County
Genesee County Safe Streets Task Force	Flint, MI
Grand Rapids Fugitive Task Force (HIDTA)	Kent County
Livingston and Washtenaw Narcotics Enforcement Team (HIDTA)	Washtenaw County
Metropolitan Enforcement Team (HIDTA)	Kent County
Oakland County Narcotics Enforcement Team (HIDTA)	Oakland County
REDRUM (HIDTA)	Wayne County
Southwest Enforcement Team (HIDTA)	Kalamazoo County
Violent Crimes Task Force (HIDTA)	Wayne County
West Michigan Enforcement Team (HIDTA)	Allegan County
Western Wayne Narcotics (HIDTA)	Wayne County
Benton Harbor Violent Crime Task Force (FBI)	Kent County
Oakland County Violent Gang Task Force (FBI)	Oakland County

Task Force Coordination

The teams listed above include all of the enforcement task forces supported by the Michigan HIDTA. They coordinate their activities through direct communication, case matching, and event deconfliction conducted by the Michigan HIDTA ISDC, at task force commander meetings coordinated by the Michigan HIDTA, and through their initiating Federal, state, and local agencies. Each member agency of the Michigan HIDTA Executive Board uses the ISDC for deconfliction and case support purposes.

In early 2014, the Michigan HIDTA prepared a Threat Assessment. This assessment provides information on DTOs, MLOs, firearms trafficking, violent crime, drug trafficking trends, production techniques, gangs, drug-related homicides, and information regarding threats along the U.S.-Canada border. Timely intelligence bulletins and relevant regional law enforcement information are shared electronically through an extensive contact list and directly with the Michigan Intelligence Operations Center (MIOC), located in Lansing.

The Michigan HIDTA is involved in highway interdiction through a comprehensive DHE initiative. EPIC's NSS and the HSIN are used by this initiative to gather and share data nationwide

with other HIDTAs and other agencies. NSS also is used by Michigan HIDTA initiatives that investigate methamphetamine laboratory cases.

Also housed at the Michigan HIDTA are representatives from ATF, HSI/ICE, IRS, United States Border Patrol, the Dearborn Police Department, and the Michigan National Guard Counterdrug Program. These agents/analysts work in conjunction with our DEA, FBI, Detroit Police Department, and Michigan State Police supervisors, agents, and officers for day-to-day intelligence gathering/sharing, dissemination, and case support and regularly communicate with task force participants.

HIDTA Evaluation

The Michigan HIDTA responds to the drug threats facing its area of responsibility by using established methods augmented by innovative strategies. Performance measures demonstrate that in 2013 the Michigan HIDTA achieved impressive outcomes by targeting for disruption or dismantlement 115 drug trafficking or money laundering organizations and successfully disrupting/dismantling 92 of those organizations. Forty of the DTOs/MLOs disrupted or dismantled in 2013 trafficked more than one drug. Forty-two of the DTOs trafficked in heroin. These measures show that drug availability is being reduced in the Michigan HIDTA region through drug and asset seizures and arrests. In 2013, Michigan HIDTA initiatives seized illegal drugs with a total estimated wholesale value of more than \$98.8 million from the marketplace, seized over \$16.6 million in cash and other drug-related assets (\$115.5 million total) from DTOs for a ROI of \$34.69 and arrested more than 6,000 people involved in drug-related crime.

The Michigan HIDTA recognizes two key elements that are critical to conducting efficient and effective drug trafficking investigations: (1) coordinated, co-located, co-mingled efforts where Federal, state, and local partners work together and (2) the sharing of information among all agencies in a timely manner. The Michigan HIDTA continues to facilitate information sharing through its ISDC and by fostering close working relationships with its initiatives and law enforcement partners.

Acknowledging the important role that prevention plays in stopping the use and trafficking of illegal drugs, the Michigan HIDTA established a relationship with the Kent County Prevention Coalition and supports their Drug-Free Communities program. The Michigan HIDTA also partners with the Detroit-Wayne County Drug Surveillance Group, a committee led by the Wayne County Medical Examiner and Detroit Wayne County Community Health. This group brings together health care professionals specializing in prevention and treatment and law enforcement professionals for the benefit of the community. The Michigan HIDTA Executive Board and the Michigan HIDTA staff worked with many groups, including area legislators, to secure legislation that will allow Michigan law enforcement officers to possess and administer an opioid antagonist (such as naloxone) to a person suffering from an opioid overdose.

Midwest HIDTA – Designated in 1996

Executive Director – David Barton

Purpose and Goals

The mission of the Midwest HIDTA is to reduce drug availability in critical and identified markets by creating and supporting intelligence-driven enforcement task forces whose activities are aimed at eliminating or reducing domestic drug trafficking. This is accomplished by enhancing and coordinating drug control efforts among Federal, state, local, and tribal law enforcement agencies. Central to this mission are cooperative, multijurisdictional law enforcement task forces, interagency collaboration, and the sharing of accurate and timely information and intelligence among participating agencies.

Strategy

The Midwest HIDTA has developed a cohesive and comprehensive regional program focused on reducing and disrupting the importation, distribution, and manufacturing of illegal narcotics. Midwest HIDTA Drug Task Forces maintain an aggressive posture toward enforcement activities. The Midwest HIDTA has identified primary and secondary threat areas, defined drug importation and transportation corridors, and identified areas of local drug production. Investigators conduct complex, in-depth, multijurisdictional OCDETF, PTO, SOD, RPOT, CPOT, and DTO investigations with an emphasis on dismantling organizations and reducing drug-related violence. Investigations target the highest-level of drug trafficking and money laundering organizations using undercover operations and surveillance of command and control communications. These investigations are intelligence-driven and are conducted in a spirit of cooperation among Federal, state, and local counterparts in a task force environment.

Location

The Office of the HIDTA Director, as the primary management and coordination initiative of the Midwest HIDTA, is located in Kansas City, Missouri. The Director's field program staff assists and provides coordination support to regional task forces and HIDTA initiatives. Field staff offices are located within donated office space in four of the states that are involved in the Midwest HIDTA program. The Midwest HIDTA encompasses the following counties in seven states:

- Illinois: Rock Island;
- Iowa: Black Hawk, Linn, Marshall, Muscatine, Polk, Pottawattamie, Scott, and Woodbury;
- Kansas: Barton, Cherokee, Crawford, Finney, Franklin, Johnson, Labette, Leavenworth, Miami, Saline, Sedgwick, Seward, Shawnee, and Wyandotte;
- Missouri: Boone, Buchanan, Cape Girardeau, Christian, Clay, Cole, Franklin, Greene, Jasper, Jackson, Jefferson, Marion, Platte, Scott, St. Charles, Texas, and St. Louis (City of St Louis);
- Nebraska: Dakota, Dawson, Dodge, Douglas, Hall, Lancaster, Lincoln, Madison, Platte, Sarpy, and Scott's Bluff;

- North Dakota: Burleigh, Cass, Grand Forks, Morton, Richland, Walsh, Ward, and Williams; and
- South Dakota: Beadle, Brookings, Brown, Clay, Codington, Custer, Lawrence, Lincoln, Meade, Minnehaha, Pennington, Union, and Yankton.

Initiatives

The Midwest HIDTA has 55 initiatives: 1 management, 1 training, 2 support, 1 prosecution, 46 investigation/interdiction, and 4 intelligence initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	312	\$3.15	\$23.00	9,312	11,252

Threat Assessment

Densely populated urban areas in the region with user hubs, continue to experience major problems with all drugs, including crack cocaine. Cocaine, methamphetamine, and marijuana continue to be popular in all areas of the Midwest HIDTA region. Heroin remains prevalent primarily in large urban inner city communities in St. Louis and Kansas City. Drugs such as MDMA, GHB, and other dangerous drugs known as "club drugs" are also consistently present in most urban areas. PCP appears to be readily available in the Kansas City metro area, with significant quantities being interdicted between California and Kansas City. In the Midwest HIDTA region, Mexican traffickers continue to dominate wholesale drug distribution and transportation.

Competing gangs and other DTOs use violence to solidify and maintain their hold on drug trafficking within their area of influence. Cooperative local, state, and Federal law enforcement efforts throughout the Midwest HIDTA region have met with noteworthy success in identifying, targeting, and prosecuting active DTOs and gang members involved in violent drug related activity. Drug trafficking trend analysis has long indicated that high level DTOs have become established and entrenched in the Midwest region. Many DTOs in the Midwest are poly-drug operations. As a result, Midwest HIDTA task forces continue to initiate significant OCDEF, (RPOT, CPOT (linked), Title III and financial investigations. In addition, crack cocaine distribution has historically been coupled with significant violent crime and gang activity in inner city neighborhoods of large metropolitan areas such as Kansas City, Omaha, and St. Louis. Abuse of CPD opioid pain killers has also fueled an uptick in the number of heroin users as trafficking groups price heroin to compete with diverted CPDs. Heroin overdose deaths and emergency room mentions have also increased in some cities.

A significant problem in suburban areas and rural areas of the Midwest HIDTA is methamphetamine use and the violence and social costs related to its manufacture, distribution, and use. Ice methamphetamine remains popular throughout the region and in some areas has surpassed traditional methamphetamine in availability. Methamphetamine is transported into the region by Mexican transportation organizations via traditional, well-established routes.

Intelligence Initiatives

The Midwest HIDTA plays a central role in assuring coordination and cooperation between HIDTA-designated initiatives and, to a lesser degree, with other agencies and task forces that voluntarily participate. All HIDTA enforcement drug task forces in the Midwest HIDTA share information with the HIDTA ISC and actively participate in the HIDTA Intelligence Coordination Plan. The HIDTA provides the only formal coordination plan in the region. Midwest HIDTA will continue to liaise and cooperate with the nine state and major urban area fusion or threat integration centers in the Midwest HIDTA region.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the Midwest HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Cedar Rapids DEA Task Force (HIDTA)	Linn County, IA
Central NE Drug and Safe Streets Task Force (HIDTA)	Hall County, NE
Cooperative Operation for Drug Enforcement Task Force (HIDTA)	Lincoln County, NE
Des Moines DEA Task Force (HIDTA)	Polk County, IA
Fargo DEA Task Force (HIDTA)	Cass County, ND
Franklin County Narcotics Enforcement Unit (HIDTA/JAG)	Franklin County, MO
Garden City DEA Task Force (HIDTA)	Finney County, KS
Grand Forks County Task Force (HIDTA)	Grand Forks County, ND
Greater Omaha Safe Streets Task Force (HIDTA)	Douglas County, NE
Iowa Interdiction Support (HIDTA/JAG)	Polk County, IA
Jackson County Drug Task Force (HIDTA/JAG)	Jackson County, MO
Jasper County Drug Task Force (HIDTA)	Jasper County, MO
Jefferson City DEA (HIDTA)	Cole County, MO
Jefferson County Municipal Enforcement Group (HIDTA/JAG)	Jefferson County, MO
Kansas City DEA Interdiction TF (HIDTA)	Platte County, MO
Kansas City FBI TNOC Squad (HIDTA)	Jackson County, MO
Kansas City Missouri Metro Task Force (HIDTA/JAG)	Jackson County, MO
Kansas City Street Crimes Initiative (HIDTA)	Jackson County, MO
Kansas City/Overland Park DEA Task Force (HIDTA)	Johnson County, MO
Kansas Interdiction Support (HIDTA)	Shawnee County, MO
Lincoln-Lancaster Drug Task Force (HIDTA/JAG)	Lancaster County, NE
Metro Area Narcotics Task Force (HIDTA/JAG)	Burleigh County, ND
Midwest HIDTA Investigate Support Center (HIDTA)	Platte County, MO
Missouri Interdiction and Information Exchange (HIDTA)	Cole County, MO
Muscatine Task Force (HIDTA/JAG)	Muscatine County, IA
Nebraska Interdiction Support (HIDTA)	Lancaster County, NE

FEDERALLY FUNDED TASK FORCES	LOCATIONS
North Dakota Interdiction (HIDTA)	Burleigh County, ND
Omaha ATF Illegal Firearms Task Force (HIDTA)	Douglas County, NE
Omaha DEA Drug Task Force (HIDTA)	Douglas County, NE
Omaha Metro Drug Task Force (HIDTA)	Douglas County, NE
Pennington County Drug Task Force (HIDTA)	Pennington County, SD
Quad Cities Metropolitan Enforcement Group (HIDTA)	Rock Island County, IL
Sioux Falls Task Force (HIDTA)	Minnehaha County, SD
South Dakota Interdiction (HIDTA)	Pierre, SD
Southeast Kansas Drug Enforcement Task Force (HIDTA)	Crawford County, KS
Southeast Missouri Drug Task Force (HIDTA/JAG)	Cape Girardeau County, MO
Springfield DEA Task Force (HIDTA)	Green County, MO
St. Charles County Drug Task Force (HIDTA/JAG)	St. Charles County, MO
St. Louis County Multi Drug Enforcement Task Force (HIDTA/JAG)	St. Louis County, MO
Tactical Diversion Squad (DEA)	Kansas City, MO
Tactical Diversion Squad (DEA)	St. Louis, MO
St. Louis DEA Intelligence Group (HIDTA)	St. Louis City, MO
St. Louis DEA Major Investigations and Conspiracy Group (37) (HIDTA)	St. Louis City, MO
St. Louis DEA Violent Traffickers Task Force (HIDTA)	St. Louis City, MO
St. Louis FBI Squad 5 (HIDTA)	St. Louis City, MO
Violent Gang Safe Streets Task Force (FBI)	St. Louis City, MO
Tri-State Sioux City DEA Task Force (HIDTA/JAG)	Woodbury County, IA
Wichita DEA Task Force (HIDTA)	Sedgwick County, KS
WING Drug Task Force (HIDTA/JAG)	Scottsbluff County, NE
Rural Area Interdiction Detail Task Force (JAG)	Buchanan County, IA
Southeast Iowa Narcotics Task Force (JAG)	Burlington, IA
South Central Iowa Drug Task Force (JAG)	Centerville, IA
North Central Iowa Narcotics Task Force (JAG)	Cerro Gordo County, IA
Iowa Great Lakes Task Force (JAG)	Clay County, IA
S.W. Iowa Narcotics Enforcement Task Force (JAG)	Council Bluffs, IA
Northeast Iowa Drug Task Force (JAG)	Decorah, IA
Career Criminal & Drug Prosecution Support Task Force (JAG)	Dept. of Justice, IA
Dubuque Area Drug Task Force (JAG)	Dubuque County, IA
Johnson County Multi-Agency Drug Task Force (JAG)	Iowa City, IA
Lee County Narcotics Task Force (JAG)	Keokuk, IA
Mid Iowa Drug Task Force (JAG)	Marshall County, IA
Southeast Iowa Inter-Agency Drug Task Force (JAG)	Ottumwa, IA
Mid-Iowa Narcotics Enforcement Task Force (JAG)	Polk County, IA

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Scott County Drug Task Force (JAG)	Scott County, IA
Central Iowa Drug Task Force (JAG)	Story County, IA
Washington/Louisa Narcotics Enforcement Team (JAG)	Washington County, IA
Tri-County Drug Task Force (JAG)	Washington County, IA
Southeast Multi-County Agency (JAG)	Wahpeton, ND
Stutzman County Task Force (JAG)	Jamestown, ND
South Sakakawea Narcotics Task Force (JAG)	Sakakawea, ND
North Missouri Drug Task Force (JAG)	Adair County, MO
East Central Drug Task Force (JAG)	Audrain County, MO
Southwest Missouri Drug Task Force (JAG)	Barry County, MO
North County Municipal Enforcement Group (JAG)	Bridgeton, MO
Buchanan County Drug Strike Force (JAG)	Buchanan County, MO
Lake Area Narcotics Enforcement Group (JAG)	Camden County, MO
Clay County Drug Task Force (JAG)	Excelsior Springs, MO
COMET (Combined Ozarks Multi-Juris. Enforcement Team) (JAG)	Greene County, MO
Nitro Task Force (JAG)	Ground County, MO
South Central Drug Strike Force (JAG)	Howell County, MO
Jasper County Drug Task Force (JAG)	Jasper County, MO
Lafayette County Narcotics Unit (JAG)	Lafayette County, MO
Mineral Area Drug Strike Force (JAG)	Leadington, MO
Northeast Missouri Narcotics Task Force (JAG)	Monroe, MO
Mid-Missouri Multi-Jurisdictional Drug Task Force (JAG)	Morgan County, MO
Bootheel Drug Task Force (JAG)	Pemiscot County, MO
Platte County Multi-Jurisdictional Enforcement Group (JAG)	Platte County, MO
Community Narcotics Enforcement Team (JAG)	St. Clair County, MO
Metro Multi-Jurisdictional Undercover Drug Program (JAG)	St. Louis, MO
Central Nebraska Cooperation for Drug Enforcement (JAG)	North Platte, NE
Regional Apprehension Program (JAG)	York, NE
Southeast Area for Drug Enforcement (JAG)	Beatrice, NE
Special Narcotics Abuse Reduction Effort (JAG)	Columbus, NE
DCI Statewide Drug Task Force (JAG)	Pierre, SD
Southwest Kansas Drug Task Force (JAG)	Liberal, KS
Quad Cities Federal Gang Task Force (FBI)	Rock Island, Illinois
Tactical Diversion Squad (DEA)	Omaha, NE
SAUSA Prosecution (HIDTA)	Williams County, ND

Task Force Coordination

The Midwest HIDTA ISC coordinates information sharing through several integrated groups. The DEA St. Louis Intelligence Group helps gather, analyze, and evaluate information for the St. Louis DEA regional enforcement area. The St. Louis DEA Regional Wire Intercept Initiative provides a regionally based telecommunications interception strategy for Federal, state, and local law enforcement agencies. The ATF Regional Intelligence Group is co-located within the Midwest HIDTA ISC facility, and the co-location enhances the sharing of intelligence relating to firearms, gun tracing, and violent drug trafficking offenders. This group provides intelligence support and assistance within the Kansas City division area of Missouri, Kansas, Nebraska, and Iowa. All Midwest HIDTA task forces are required to use the HIDTA SAFETNet deconfliction system. All other task forces in the seven-state HIDTA area, whether Federally funded or not, have the ability to voluntarily use SAFETNet to enhance officer safety and event deconfliction. Currently, over 500 task forces or agencies in the Midwest HIDTA region use, or have access to, SAFETNet. SAFETNet also connects to the National Virtual Pointer System, assuring interface with NDPIX and other HIDTA deconfliction systems, as detailed in the DAG memo of May 1, 2014.

HIDTA Evaluation

The Midwest HIDTA's area of responsibility focuses on counties in the seven-state region that includes Illinois, Iowa, Kansas, Missouri, Nebraska, North Dakota, and South Dakota. In 2013, the Midwest HIDTA disrupted or dismantled 358 DTOs consisting of 20 international, 193 multi-state, and 145 local in scope. The wholesale value of the drugs removed from the marketplace by the HIDTA initiatives was over \$351.3 million, and the cash and assets seized was over \$37.3 million. The 2013 ROI was \$28.81. Efforts to address the emerging threat from pharmaceutical drug abuse and diversion of CPDs were initiated in 2012 and expanded in 2013. Methamphetamine use remains a significant issue in the Midwest HIDTA region. In 2013, the Midwest HIDTA dismantled 438 clandestine methamphetamine laboratories, a decrease of 33 percent over the previous year.

Nevada HIDTA – Designated in 2001

Executive Director – Keith Carter

Purpose and Goals

The mission of the Nevada HIDTA (NV HIDTA) is to reduce the availability of illegal drugs in Nevada by disrupting and dismantling the DTOs responsible for the trafficking and distribution of methamphetamine and other illegal drugs that plague the NV HIDTA communities.

The goal of NV HIDTA is to target the most violent and active DTOs and either dismantle or disrupt these organizations to such a point that it degrades their ability to bring drugs into the local communities, thus reducing the consequences of drug trafficking and use.

Strategy

NV HIDTA is working diligently to follow the National HIDTA Program Mission Statement and achieve the National HIDTA Goals. Since the establishment of NV HIDTA in 2001, the Executive Board has emphasized the goal of targeting and disrupting the most significant DTOs operating within the region. Consistent with the elements that characterize NV HIDTA, many of the organizations identified during 2013 are cells of more extensive international and regional networks. By targeting the largest DTOs—the methamphetamine DTOs in particular—for either disruption or dismantlement, NV HIDTA should achieve maximum impact on both the regional and national drug markets.

Location

NV HIDTA operates out of Las Vegas, Nevada. It encompasses two counties in the state of Nevada: Clark and Washoe.

Initiatives

NV HIDTA has 19 initiatives: 1 management, 1 training, 1 prosecution, 1 intelligence, 1 prevention, and 14 enforcement initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	48	\$4.25	\$39.53	204	823

Threat Assessment

Mexican methamphetamine trafficking and use in the NV HIDTA region are widespread and believed to still be growing. The rise in pricing seen in 2008 and 2009 that indicated a decline in supply is gone, and prices are what they were in 2006. In 2013, the methamphetamine seizures from NV HIDTA task forces were down to 2011 levels. This was to be expected with 2012 being a record year for methamphetamine seizures.

NV HIDTA believes there is still just as much methamphetamine coming through the NV HIDTA region as there was in 2012 and that a large percentage is coming directly from cartels in Mexico rather than DTOs in Southern California or Arizona. Even with this trend, there have not been any significant command and control efforts by the cartels to the DTOs in Las Vegas.

Heroin and pharmaceuticals are listed as the second and third drug threats, respectively. They are being addressed together because they are so intertwined. Diverted pharmaceuticals had been the fastest growing problem for several years until 2013, when there was a leveling out of the problem. However, the Clark County Coroner reported more overdose deaths from pharmaceuticals than methamphetamine, heroin, and cocaine combined.

NV HIDTA is continually examining its approach to the enforcement of pharmaceutical laws. NV HIDTA had significant success in 2013 with the dismantlement of a 12-person DTO. The cell head of this DTO was a local pain doctor.

The NV HIDTA pharmaceutical initiative will continue to focus on doctors and pharmacies that are diverting pharmaceuticals while also more aggressively dealing with prescription forgers and street dealers. Based on information from the state pharmacy board, the treatment community, and agents and detectives working narcotics, the explosion of heroin seizures from 5 kilograms in 2005 to 40 kilograms in 2013 is likely related to pharmaceutical abuse. The heroin trade in Nevada is controlled by Mexican nationals, and nearly all of the heroin seized is black tar and Mexican brown coming directly from Mexico.

The NV HIDTA Executive Board created a heroin initiative at the end of 2012 to address the growing concern with heroin. The enforcement initiatives of the NV HIDTA will continue to aggressively attack the heroin DTOs in the region.

In 2013, NV HIDTA task forces dismantled 102 indoor marijuana grows, all but one of which were in Southern Nevada. Even though the number of grows remained stable, 102 grows is a significant number considering the population of Clark County is 2 million people. NV HIDTA expects the dispensary law passed by the legislature in 2013 to have the unintended consequence of increasing the number of illegal grows.

NV HIDTA has two task forces to address gang problems: Safe Streets Gang Task Force (SSGTF) and Clark County Gang Task Force (CCGTF). The primary mission of the CCGTF is to disrupt and dismantle criminal organizations operating in the NV HIDTA area by utilizing numerous investigative techniques to target these gangs and DTOs that are responsible for the importation and distribution of illegal narcotics and/or engage in violent crimes in Southern Nevada. The CCGTF was involved in a community impact project during 2013. They targeted a particularly dangerous street gang, arrested 25 gang members on felony charges, and seized over 35 pounds of methamphetamine.

Intelligence Initiatives

All Nevada task forces use the HIDTA ISC for analytical case support. This results in the information being available to all of the task forces. The other drug units not funded through HIDTA that operate within the NV HIDTA area use the NV HIDTA Watch Center for event/subject deconfliction.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the NV HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Clark County Gang Task Force (HIDTA)	Clark County
Nevada Fugitive Investigative Strike Team (HIDTA)	Clark County
Northern Nevada Drug Task Force (HIDTA)	Washoe County
Northern Nevada Interdiction Task Force (HIDTA)	Washoe County
Pharmaceutical Narcotic Enforcement Team (HIDTA)	Clark County
Regional Offender Drug Enforcement Organization (HIDTA)	Clark County
Safe Streets Gang Task Force (HIDTA)	Clark County
Southern Nevada Cannabis Operations and Regional Enforcement (HIDTA)	Clark County
Southern Nevada Drug Task Force (HIDTA)	Clark County
Southern Nevada Heroin and Money Laundering Task Force (HIDTA)	Clark County
Southern Nevada Interdiction Task Force (HIDTA)	Clark County
Southern Nevada Joint Meth Task Force (HIDTA)	Clark County
Special Investigations Unit (HIDTA)	Clark County

Task Force Coordination

All Federally funded drug enforcement task forces in the HIDTA region that specifically target illegal drugs are funded by the HIDTA program. All of the task forces within the NV HIDTA are required to cooperate and interact with the ISC. Each of the individual agencies in Nevada is required to run all of its deconfliction cases and subjects through the Nevada Watch Center.

Information-sharing meetings between the analysts of the ISC and the members of the enforcement task forces are conducted on a regular basis.

HIDTA Evaluation

In 2013, NV HIDTA dismantled or disrupted 55 DTOs, or 90 percent of its target of 61. Of the 55 DTOs disrupted or dismantled, 17 were international, 23 multi-state, and 15 were local in nature.

The estimated wholesale value of illegal drugs seized by NV HIDTA task forces in 2013 was \$153.9 million; the estimated value of cash and other drug-related assets was \$14.2 million, for a total ROI of \$56.06.

The NV HIDTA ISC provided analytical support to 184 cases, 542 case leads were referred to other HIDTAs or agencies, and the NV HIDTA Watch Center processed 6,566 event deconflictions. The NV HIDTA provided 46,361 hours of training to 2,381 students.

New England HIDTA – Designated in 1999

Executive Director – J. T. Fallon

Purpose and Goals

The mission of the New England (NE) HIDTA is to reduce drug availability by creating intelligence-driven drug and financial crimes task forces focused on eliminating or reducing domestic drug trafficking and its harmful consequences.

Strategy

NE HIDTA provides an agency-neutral program to balance regional law enforcement efforts and coordinates a strategy to address the regional threat and national priorities. It continues to foster effective working relationships among six U.S. Attorneys’ offices, nine Federal law enforcement agencies, and scores of state and local law enforcement agencies. NE HIDTA task force initiatives are staffed with co-located Federal, state, and local law enforcement officers. The NE HIDTA coordinates the integration of all initiatives to ensure a unified effort in achieving its goals and objectives.

Location

NE HIDTA is headquartered in Methuen, Massachusetts. The NE HIDTA region encompasses 14 counties in 6 states:

- Massachusetts: Essex, Hampden, Middlesex, Plymouth, Suffolk, Worcester;
- Connecticut: Fairfield, Hartford, New Haven;
- Rhode Island: Providence;
- Vermont: Chittenden;
- Maine: Cumberland; and
- New Hampshire: Hillsborough, Rockingham

Initiatives

NE HIDTA has 17 initiatives: 1 management, 1 training, 1 intelligence, and 14 enforcement initiatives. Additionally, NE HIDTA Special Projects include DHE, Prescription Drug, and Prevention discretionary programs.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	137	\$8.33	\$20.84	227	807

Threat Assessment

The distribution and use of heroin and CPDs, specifically opioids, and cocaine are the most significant drug threats to the NE HIDTA region. The non-medical use of opioid-based and other CPDs will likely lead to the increased use of heroin as a less expensive alternative. The New York

Metropolitan area remained a major source of supply, with an increasing market presence from dealers based in Newark and Jersey City, New Jersey. The northern border vulnerabilities will continue to be exploited, and the violent crime rate of the major metropolitan areas of New England will continue to be a major cause of concern for state and local law enforcement. This increased crime rate can largely be attributed to poly-DTOs and gangs.

Heroin trafficking and consumption remain a consistent threat to New England due to the drug's widespread availability, low cost, high incidence of addiction, association to other criminal activities, and negative economic impact. Opioid use, including heroin and prescription pain relievers, is associated with high levels of violent crime and property crime, and accounts for a high percentage of all illicit drug-related treatment admissions and poison center hotline calls, hospital visits, and drug-related deaths in the region.

The availability of cocaine and crack cocaine remains high throughout New England. Many of the DTOs involved in trafficking cocaine draw upon sources of supply in New York, Florida, and the Southwest Border. Crack cocaine availability has expanded in many northern New England cities largely because criminal groups and street gangs from southern New England and the New York metropolitan area have increased distribution in those areas. Violence among these street gangs is increasing as they compete for territory in a lucrative drug market area.

Intelligence Initiatives

The mission of the NE HIDTA ISC is to collect, analyze, and disseminate detailed and relevant all-source information concerning DTOs, CPOTs, and RPOTs impacting New England and other areas of the country. The ISC serves as a regional clearinghouse for DHE related intelligence submissions and operational support. The ISC also provides strategic intelligence support, which assists investigators in probing major conspiracies, projecting potential criminal drug operations, and producing estimates of future major drug activities. This provides agencies with the necessary information to prioritize investigations and enforcement operations. The ISC Watch Center provides deconfliction services to minimize investigative conflicts between agencies. Over 250 New England law enforcement agencies participate in deconfliction services.

The ISC is co-managed by the FBI and the Massachusetts State Police and is co-located with the Commonwealth Fusion Center in Maynard, Massachusetts. The ISC uses advanced computer technology to assist in collecting data on the following: DTOs, MLOs, emerging border/coastal threats, narcoterrorism, and other organized trafficking groups operating within the region and along the New England border with Canada and the New England coastline.

A priority of the ISC is providing Federal, state, and local law enforcement with event and target deconfliction services through its web-based deconfliction system. The NE HIDTA ISC is affiliated with RISSNET for information sharing purposes.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

TASK FORCES	LOCATIONS
Central Massachusetts HIDTA Task Force	Worcester, MA
Connecticut HIDTA Task Force	Meriden, CT
Financial Investigative Task Force (HIDTA)	Boston, MA
Greater Boston HIDTA Task Force	Boston, MA
New England HIDTA Fugitive Task Force	Boston, MA
North Shore HIDTA Task Force	Methuen, MA
Northern Vermont HIDTA Task Force	Burlington, VT
Plymouth County HIDTA Initiative	Brockton, MA
Providence County HIDTA Task Force	Warwick, RI
Rhode Island HIDTA Task Force	Providence, RI
Southern Maine HIDTA Task Force	Portland, ME
Southern New Hampshire HIDTA Task Force	Manchester, NH
Southwestern Connecticut HIDTA Task Force	Bridgeport, CT
Western Massachusetts Task Force (HIDTA)	Springfield, MA
Maine Drug Enforcement Agency	Maine
New Hampshire Attorney General's Drug Task Force	New Hampshire
Vermont Drug Task Force	Vermont
Essex County Drug Task Force	Essex County, MA
Northeast Merrimack Valley Drug Task Force	Essex County, MA
North Shore Drug Task Force	Essex County, MA
East Hampden County Narcotic Task Force	Hampden County, MA
Hampden County District Attorney's Narcotics Task Force	Hampden County, MA
Suburban Middlesex County Drug Task Force	Middlesex County, MA
Southern Middlesex Drug Task Force	Middlesex County, MA
WEB Major Crimes Task Force	Plymouth County, MA
South Shore Drug Task Force	Plymouth County, MA
Boston Drug Task Force	Suffolk County, MA
North Suffolk Drug Task Force	Suffolk County, MA
Tactical Diversion Squad (DEA)	Boston, MA
North Worcester County Drug Task Force	Worcester County, MA
Community Narcotics Task Force	Worcester County, MA
Regional Drug and Crime Counter Crime Task Force	Worcester County, MA
Blackstone Valley Drug Task Force	Worcester County, MA
Boston Organized Crime Drug Enforcement Task Force (OCDETF) Strike Force	Watertown, MA

Task Force Coordination

NE HIDTA ISC facilitates the sharing of intelligence among the many task forces situated throughout New England, as well as the rest of the country. The ISC supports HIDTA enforcement

initiatives and continues to explore avenues to increase and coordinate information sharing opportunities with the New England State Police Information Network, state fusion centers, regional intelligence centers, and JTTF.

The NE HIDTA task forces regularly share intelligence with other HIDTA task forces through coordination with the ISC. NE HIDTA shares information with JTTF when investigative information or intelligence reveals a nexus to terrorism-related activity. Examples of NE HIDTA task force coordination are as follows:

- 1) The Southern Maine HIDTA task force coordinates and shares intelligence with the Maine Drug Enforcement Agency. Coordination and partnership with the OCDETF program are fostered, as are partnerships with non-HIDTA agencies and organizations.
- 2) The New Hampshire Attorney General's Drug Task Force (NH DTF) coordinates closely with the Southern New Hampshire Task Force, a NE HIDTA-supported initiative. In OCDETF cases, the NH DTF will often pool resources and play a supporting role for the HIDTA task force or NHSP/NIU.
- 3) The HIDTA-supported, DEA-led Northern Vermont HIDTA Task Force (NVTF) identifies, targets, arrests, and prosecutes illicit drug organizations, whose activities impact the Northern Vermont area. The NVTF coordinates and shares intelligence with the Vermont Drug Task Force, a state-sponsored task force responsible for the entire state of Vermont.

HIDTA Evaluation

NE HIDTA continues to provide an agency-neutral program, creating initiatives that coordinate the integration of all projects and ensure a unified effort in achieving goals and objectives. During the past year, NE HIDTA has enhanced drug education and prevention initiatives, while providing guidance and information to numerous state-sponsored drug awareness programs.

As of December 31, 2013, the NE HIDTA task forces had identified 395 DTOs and MLOs, dismantling and/or disrupting 168, of which 38 were international, 51 were multi-state, and 79 were local in nature. The NE HIDTA task forces seized illegal drugs with a wholesale value of \$75.2 million along with \$34.3 million in cash and other drug-related assets, for a total of \$109.5 million and a total ROI \$35.19.

New York/New Jersey HIDTA – Designated in 1990

Executive Director – Chauncey Parker

Purpose and Goals

The mission of the New York/New Jersey (NY/NJ) HIDTA is to reduce drug trafficking and its harmful consequences, particularly drug-related crime, by building innovative and effective partnerships with law enforcement agencies operating in the region.

Strategy

NY/NJ HIDTA accomplishes its mission by promoting cooperation among agencies through the creation of co-located, co-mingled task forces, providing technological capabilities to enhance and expedite investigations, and leveraging resources to ensure they are used in the most efficient way possible.

Location

NY/NJ HIDTA operates out of New York, NY. It encompasses 28 counties in two states:

- New York: New York City (Bronx, Kings, New York, Richmond, and Queens Counties), Albany, Chautauqua, Clinton, Dutchess, Erie, Franklin, Jefferson, Monroe, Nassau, Onondaga, Orange (designated in 2011), Putnam, Rockland, St. Lawrence, Suffolk, and Westchester Counties; and
- New Jersey: Bergen, Essex, Hudson, Mercer, Middlesex, Passaic, and Union Counties.

Initiatives

NY/NJ HIDTA has 17 initiatives: 1 management, 1 training, 1 intelligence, 1 technology, 2 prevention, and 11 investigation/interdiction initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	178	\$9.00	\$8.50	2,385	13,990

Threat Assessment

Each of the 24 counties within the NY/NJ HIDTA region confronts similar but varying degrees of drug threats. The New York City metropolitan area, which includes the New York City counties as well as the New Jersey, Long Island, and lower Hudson Valley HIDTA counties, is an epicenter for diverse DTOs and MLOs and one of the country's largest drug consumption areas. New York City and the surrounding areas serve as a hub for the importation and disbursement of narcotics to and from innumerable cities, states, and countries.

Availability and use of heroin remain problematic and are on the rise throughout the region. Traditionally, heroin purchased in New York City and Newark is of higher purity and lower cost

than in other parts of the country. These two factors, coupled with the availability of heroin, fuel the demand and significantly increase the threat. Albany, Erie, Monroe, and Onondaga counties have become increasingly vulnerable to New York City-based heroin traffickers. The threat posed by the misuse of CPDs, particularly prescription opioids, increased substantially across the region in the past decade, as evidenced by increases in negative health outcomes resulting from use of these drugs and increased diversion and availability. However, recent indicators suggest that prescription-opioid abuse may be leveling off or decreasing in many NY/NJ HIDTA counties. Available law enforcement information and public health indicators suggest that cocaine remains a persistent threat in New York and New Jersey, and that crack cocaine is the drug most commonly associated with violent crime. These data also indicate that the availability and use of both powder and crack cocaine have declined in recent years. Availability and use of marijuana have remained stable in the NY/NJ HIDTA region in recent years.

The Northern Border counties of New York state are geographically conducive to a myriad of illegal smuggling activities. In particular, the St. Regis Mohawk Reservation, located within Franklin County, straddles the U.S.-Canada border and is a significant transportation corridor for high-potency marijuana and MDMA as well as other illegal cross-border activities. MDMA has been encountered on a limited to moderate basis in New York. There is a fairly low presence of methamphetamine in New York and New Jersey; it is largely concentrated in the southern and northwestern areas of New Jersey and in sections of upstate New York. The availability and use of bath salts and synthetic marijuana in New York state rose considerably in 2012 but appear to have decreased substantially in 2013.

Intelligence Initiatives

Intelligence initiatives are a major pillar of the NY/NJ HIDTA strategy to more effectively target criminal organizations operating in the region. Through its intelligence subsystem, which is organized under the ISC, the NY/NJ HIDTA provides law enforcement agencies in the region with better access to actionable intelligence, significantly improving their drug enforcement efforts. The ISC, which is led by the New York City Police Department (NYPD), provides event, case, and subject deconfliction; analytical case support and strategic reporting; and other critical services. Staffed by 768 participants from numerous Federal, state, and local law enforcement agencies, the ISC serves as the central conduit for criminal intelligence sharing among law enforcement agencies in the NY/NJ HIDTA region.

The ISC is organized into several sections, including: the Crime Analysis Support Unit; the NYPD Intelligence Groups; the Drug Trends Group; the High Intensity Financial Crime Area Money Laundering Intelligence Section; and the Firearms Section (Regional Crime Gun Center). In addition, the ISC has the following satellite intelligence centers in New York and New Jersey: New Jersey Intelligence Center, Westchester Intelligence Center, Nassau County Intelligence Center, Suffolk County Intelligence Center, Albany County Intelligence Center, Erie County Intelligence Center, Monroe County Intelligence Center, and the Onondaga County Intelligence Center.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the NY/NJ HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
New York OCDETF Strike Force (HIDTA)	New York, NY
New Jersey Drug Trafficking Organization Task Force (HIDTA)	Newark, NJ
El Dorado Money Laundering Task Force (HIDTA)	New York, NY
Regional Fugitive Task Force (HIDTA)	New York, NY
New York HIDTA Intelligence and Investigative Support Center (HIDTA)	New York, NY
Tactical Diversion Squad (DEA)	New York, NY
Tactical Diversion Squad (DEA)	Albany, NY
Buffalo Drug Enforcement Task Force (HIDTA)	Buffalo, NY
Central New York Drug Enforcement Task Force (HIDTA)	Syracuse, NY
Capital District Drug Enforcement Task Force (HIDTA)	Albany, NY
Rochester Drug Enforcement Task Force (HIDTA)	Rochester, NY
Franklin County Drug Enforcement Task Force (HIDTA)	Franklin County, NY
Adirondack Drug Enforcement Task Force (HIDTA)	Plattsburgh, NY
DEA New York Drug Enforcement Task Force (HIDTA)	New York, NY
ATF Firearms Trafficking Task Force (DOJ)	Brooklyn, NY
ICE Airport Drug Enforcement Task Force (DHS)	Queens, NY
Westchester County Drug Enforcement Task Force (DOJ)	Westchester County, NY
FBI Westchester Violent Gang Task Force (DOJ)	Westchester County, NY
Long Island Drug Enforcement Task Force (DOJ)	Long Island, NY
Long Island Violent Gang Task Force (DOJ)	Long Island, NY
FBI Capital District Violent Gang Task Force (DOJ)	Albany, NY
ICE Erie County Drug Task Force (DHS)	Buffalo, NY
ICE Clinton County Drug Task Force (DHS)	Clinton County, NY
New York State Police Counter Narcotics Enforcement Teams (DOJ)	Albany, NY
FBI Violent Gang Task Force (DOJ)	Newark, NJ
Garret Mountain Resident Agency Violent Crimes Incident Task Force (FBI)	Garret Mountain, NJ
Jersey Shore Gang and Criminal Organization Task Force (FBI)	New Jersey, New Jersey
South Jersey Violent Incident Gang Task Force (FBI)	Trenton, NJ
Buffalo Safe Streets Task Force (FBI)	Buffalo, NY
Hudson Valley Safe Streets Task Force (FBI)	Goshen, NY

Task Force Coordination

There are a number of established avenues of communication, coordination, and collaboration among these HIDTA-funded task forces. All are required to submit case, subject, and event information through the SAFETNet/Case Explorer deconfliction systems at the ISC.

The NY/NJ HIDTA task forces share information through various components of the ISC. The Crime Analysis Support Unit (CASU) provides strategic analysis and case support for drug-related investigations, thereby facilitating cooperation and intelligence sharing. This includes a network of Drug Intelligence Officers (DIOs), strategically located throughout the NY/NJ HIDTA region to help ensure the efficient collection, analysis, and dissemination of criminal intelligence to area law enforcement entities. The DIOs provide a one-stop source for critical, time-sensitive information, such as criminal profile and database checks, 24 hours a day, 7 days a week. Additionally, through the CASU's Hidden Trafficker program, law enforcement personnel are notified when any individual from their region is arrested for a drug felony or violent crime in the New York metropolitan area. The Regional Gun Center gathers and consolidates intelligence on illegal firearms use and trafficking and makes that information available to law enforcement at all hours of the day.

Additionally, there are various informal coordination mechanisms among all of the task forces within the NY/NJ HIDTA. Participants interact through active cases, operational contacts, periodic meetings, coordinating committees, trainings, and conferences.

NY/NJ HIDTA plays a central role in providing training to the task forces to ensure the latest information and enforcement techniques are shared and coordinated. Every year, thousands of law enforcement personnel from the region participate in courses through the NY/NJ HIDTA Training Initiative.

Leaders, or their representatives, from the Federal, state, and local law enforcement agencies who participate in the task forces serve on the HIDTA Executive Board, thereby promoting information exchange and coordination. Task forces also participate in the preparation of the annual Threat Assessment and Strategy reports. The information they provide is shared with their agencies and with the Executive Board for review and approval.

HIDTA Evaluation

NY/NJ HIDTA is a remarkably effective platform for building Federal, state, and local law enforcement partnerships to implement the National Drug Control Strategy.

In 2013, NY/NJ HIDTA initiatives disrupted/dismantled 220 DTOs/MLOs operating in the NY/NJ HIDTA area, 53 percent of which were international in scope. The estimated wholesale value of drugs seized in the same time period is \$111.3 million. Another \$257.6 million was seized in cash and other drug-related assets. The overall return on investment for NY/NJ HIDTA in 2013 was \$29.44.

North Florida HIDTA – Designated in 2001

Executive Director – Robert Peryam

Purpose and Goals

The mission of the North Florida HIDTA is to measurably reduce drug trafficking, related money laundering, and violent crime through the cooperation and collaboration of a balanced partnership of Federal, state, and local law enforcement leaders promoting officer safety and deconfliction while enhancing intelligence-driven and performance-oriented initiatives aimed at eliminating or reducing drug trafficking and its harmful consequences in North Florida and the United States. Emerging trends will always be checked and evaluated through threat assessments.

Strategy

Data sharing within the law enforcement community is a key component of the HIDTA strategy. To maximize this effort, the HIDTA facilitates cooperation and joint operations among 44 Federal, state, and local law enforcement agencies and 252 personnel who participate in its initiatives. The North Florida HIDTA will continue to foster cooperative and effective working relationships among all its initiatives and law enforcement partners to achieve the HIDTA program goals to disrupt the market for illegal drugs by dismantling or disrupting drug trafficking and/or money laundering organizations and to improve the efficiency and effectiveness of the HIDTA initiatives.

Location

The North Florida HIDTA operates out of Jacksonville, Florida, and encompasses 10 Florida counties: Alachua, Baker, Clay, Columbia, Duval, Flagler, Marion, Nassau, Putnam, and St. Johns.

Initiatives

The North Florida HIDTA has 14 initiatives, which include 1 management, 1 training, 1 intelligence and information sharing, 1 prosecution, and 10 investigation/interdiction initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	38	\$2	\$6.89	100	310

Threat Assessment

Historically, illegal drug activity gravitates to North Florida's key location and robust transportation infrastructure. That is true for both regional distribution and transshipment to markets in South Florida and the eastern U.S. Regionally, including southern Georgia, the market has changed markedly since 2011 but continues to be dominated by the metro Jacksonville area. Diverted pharmaceuticals technically continue as the principal threat, but strictly HIDTA elements

rank cocaine first. Significant shifts are underway or pending, including looming threats from imported Mexican methamphetamine, steady heroin growth, an extreme jump in synthetic cannabinoids and complexities from marijuana legalization.

Although not evident from statistics, respondents to the North Florida HIDTA Annual Threat Assessment Survey believe the region is the crossroads of major cocaine imports arriving via the Southwest Border, Mexico, South Florida, and Puerto Rico. Other than local consumption, most cocaine either moves through or is repackaged for distribution in Eastern U.S. markets. Marijuana moves primarily from Mexico in bulk, via parcels from western medical marijuana states or from South Florida and regional grow sites. Although motor vehicles are likely a principal transport option, considerable drug shipments may be moving to this area via private aircraft, either from the West or Puerto Rico. Additionally, large amounts of cocaine and heroin are suspected to be sent in cargo and mail containers as domestic shipments from Puerto Rico.

Generally effective prescription monitoring has focused more attention on fraud and diverted pharmaceuticals by medical professionals. Considerable quantities of steroids, unscheduled drugs and reduced amounts of opioids and benzodiazepines were seized. All categories of marijuana grow seizures and parcel intercepts increased significantly. Anticipation of legalized medical marijuana likely attracted more grows and professional native Cuban DTOs. The tracks of ubiquitous cocaine powder crisscross the area. While some shipments may go directly to market cities, the majority is moved via a more secure cutout system that shifts over time to use routes and stash areas perceived as more secure. Using this technique, bulk product is moved to an area outside the main distribution areas where it can be briefly stored and separated into smaller loads without being subject to discovery through low or mid-level counter-drug operations. Crack production remains prevalent in lower socio-economic areas and expanded with more multi-drug dealers and local violence. Locally cooked methamphetamine is widespread but is being challenged by an infusion of imported Ice. Versions of MDMA and Molly are in use primarily in university markets in Alachua and Duval Counties. Large synthetic cannabinoid seizures from manufacturers in St. Johns, Marion, and Duval Counties solidified its rank. Finally, increased presence and seizures imply heroin is an increasing and emerging threat.

DTOs use mostly lower-order illicit financial techniques to fund operations and launder proceeds. Even so, some \$12,472,140 in asset seizures was claimed in 2013, including highway and parcel interdiction of \$373,000. Drug-related violent crimes such as robberies and shootings occur often, mostly in Duval County, where the murder rate stayed at the 2012 level. Agencies note a continued, mostly local, gang presence, some with tenuous national affiliation. Nationally recognized gangs such as the Bloods, the Crips, and the Latin Kings are present, primarily in Jacksonville and Gainesville. Many gangs principally deal in crack or marijuana; however, there is a serious Mexican cartel presence that transports, secures, and distributes at least methamphetamine, cocaine, and marijuana.

Intelligence Initiatives

North Florida HIDTA task forces are mandated to submit case, subject, and event information for deconfliction through the HIDTA's Case Explorer system. Non-HIDTA agencies operating within the region are encouraged to share their case/subject and event deconfliction information with the North Florida HIDTA's ISC (NFHISC) for inclusion in Case Explorer, in an effort to expand the deconfliction footprint, enhance officer safety, and further prevent enforcement overlap.

North Florida law enforcement and intelligence resources operate under a mutually agreed-upon Information and Intelligence Sharing Plan. This plan is the architecture for a regional fusion system that directs the sharing of information. This fusion system is referred to as the Northeast Florida Fusion System Cell and is co-located in the NFHISC. The NFHISC and JTTF are two of the six nodes in the fusion system.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Clay County Drug Task Force (JAG)	Clay County
Jacksonville Criminal Enterprise Investigative Task Force (FBI)	Duval County
Gainesville-Alachua County Drug Task Force (JAG)	Alachua County
Combined Alachua Drug Enforcement Team (HIDTA & JAG)	Alachua County
Fugitive Apprehension Strike Team (HIDTA & USMS)	Duval County
Gateway (HIDTA & JAG)	Columbia County
Maritime & Land Investigation and Interdiction Initiative (HIDTA)	Duval County
North Florida HIDTA Task Force (HIDTA & OCDETF)	Duval County
Prescription Drug Squad (HIDTA)	Duval County
Tri-County (HIDTA)	St. Augustine
Unified Drug Enforcement Strike Team (HIDTA)	Marion County
Violent Crime and Narcotics Task Force (HIDTA)	Duval County
Violent Crime and Gangs Task Force (HIDTA)	Duval County

Task Force Coordination

The HIDTA plays an integral role in facilitating the sharing of information and intelligence among various law enforcement agencies and task forces, including HIDTA and non-HIDTA participating agencies. The Gainesville-Alachua Drug Task Force, the Clay County Drug Task Force, and the Jacksonville Criminal Enterprise Investigative Task Force were identified as non-HIDTA Federally funded task forces operating within the HIDTA region. These task forces share information across all platforms of government – Federal, state, and local – to increase productivity and avoid duplication of investigative efforts. As the FBI’s Jacksonville Criminal Enterprise Investigative Task Force primarily focuses on the dismantlement and disruption of violent criminal gangs, the drug investigative portions of their cases are referred to the HIDTA’s Violent Crime Narcotics Task Force. There is a free exchange of information between the two task forces during routine and ad hoc meetings and via ongoing deconfliction processes. In addition, the Gainesville-Alachua County Drug Task Force shares its information with the HIDTA initiatives through deconfliction in the HIDTA’s Case Explorer system as well as with the CADET HIDTA initiative to enhance coordination and reduce duplication. Routinely, current and potential drug trafficking trends and officer safety issues are disseminated by NFHISC through intelligence briefs to law enforcement agencies within the HIDTA and are made accessible to a larger population of law enforcement personnel via the HIDTA webpage. On an annual basis, analysts from NFHISC solicit current drug trends and related information from regional law enforcement drug units for

analysis and synthesis into the HIDTA's Annual Drug Threat Assessment, which is disseminated to a wide-reaching law enforcement community, other HIDTAs, and ONDCP.

HIDTA Evaluation

In 2013, the HIDTA initiatives focused their efforts on targeting, disrupting and dismantling higher level DTOs and MLOs, while deploying in-depth investigative techniques in an effort to identify and link additional organizations. The increased return on investment reveals that the HIDTA was very effective in disrupting the illicit drug market and using the appropriated funds efficiently. The overwhelming increase in lead referrals indicates that the North Florida HIDTA was proactive and productive in their information sharing with other HIDTAs and law enforcement agencies. The Executive Board's strategic plan for enhancing the HIDTA's Domestic Highway Enforcement program, implementing the Crime Prevention's public service announcement and creating and sharing the model ordinance to curb the retail sales of synthetic drugs was paramount to the HIDTA's success. In addition, the increased threat of methamphetamine production led the Board to promote the creation, sharing and implementation of a methamphetamine intelligence database in 2014, which can be used to proactively identify cooks and smurf⁹ groups before the labs are created.

The initiatives seek to set realistic performance measures each year so as to not overestimate or underestimate what they are capable of accomplishing based on the threat, funding level, and manpower. All core measures were met or exceeded. The HIDTA initiatives disrupted/dismantled 45 DTOs/MLOs; seized illegal drugs with an estimated wholesale value of over \$35.9 million and more than \$12.4 million in cash and other drug-related assets (\$48.4 million total), for a total ROI of \$16.15. The HIDTA's ISC provided analytical support to 112 cases and processed 13,061 event and case deconflictions. The HIDTA referred 532 leads to other HIDTAs and law enforcement agencies. The HIDTA provided 11,961 hours of training to 1,211 students.

⁹ Smurf group: a network of individuals who make multiple purchases at the maximum legally allowable limit.

Northern California HIDTA – Designated in 1997

Executive Director – Mike Sena

Purpose and Goals

The mission of the Northern California HIDTA (NCHIDTA) is to measurably reduce the availability of illicit drugs and drug-related crime and violence in support of the *National Drug Control Strategy* by encouraging balanced governance of NCHIDTA, interagency cooperation, the sharing of information, and the use of strategic and tactical intelligence in the planning, budgeting, and investigative processes.

Strategy

NCHIDTA fosters a comprehensive response in combating illicit drug activity by bringing together all available law enforcement resources in a cohesive strategy to address the problem. NCHIDTA law enforcement initiatives focus on DTOs, MLOs, violent drug offenders, open-air drug markets, marijuana cultivation on public and private lands, and domestic drug movement. Newly emerging narco-terrorism trends are also monitored, and information is shared with the Northern California Regional Intelligence Center, FBI, JTTF, the California State Threat Assessment Center, the California Department of Justice, California’s Bureau of Investigation, and local law enforcement agencies.

Location

NCHIDTA operates in the San Francisco Bay Area. The 12 counties that comprise the NCHIDTA are Alameda, Contra Costa, Humboldt, Lake, Marin, Mendocino, Monterey, San Francisco, San Mateo, Santa Clara, Santa Cruz, and Sonoma.

Initiatives

NCHIDTA has 10 initiatives: 1 management initiative, 1 training initiative, 1 intelligence initiative, and 7 investigation initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	26	\$4.58	\$519.84	340	112

Threat Assessment

Due to the economic decline, the normalization of recreational drug use, and state and local budgetary cuts to law enforcement resources, the overall drug and violence threat to the NCHIDTA region has intensified in recent years, resulting in several growing areas of concern for law enforcement and public health officials. The NCHIDTA region continues to be a national and regional-level production and distribution center for ice methamphetamine and marijuana. In 2014, marijuana and methamphetamine were assessed as the two greatest primary drug threats to

the NCHIDTA region. Of the two, marijuana is the greatest drug threat. Hash oil extracted from marijuana is a potent form of THC that DTOs are trafficking with greater frequency.

Methamphetamine is assessed as the second greatest threat and is widespread, with ice conversion labs abundant in the South Bay area and eastern counties. Cocaine is the third most seized drug. Heroin is on the rise and no longer a boutique, urban-based narcotic. Heroin is now frequently encountered in rural and suburban parts of the NCHIDTA region. Diverted prescription drugs, namely oxycodone and hydrocodone, are widely abused and tied to the increased spread of heroin. Mexico-based DTOs that use the region as a primary corridor for illicit drugs moving between Mexico and Canada are the primary organizational drug threat in the region along with street gang/drug violence. In recent years, enforcement initiatives in the NCHIDTA region are finding that Mexico-based cartels have established footholds within the San Francisco Bay Area, creating a higher violence based threat to the region.

Intelligence Initiatives

The mission of the NCHIDTA's Bay Area Narcotics Intelligence Network (BAYNIN), including its ISC, is to provide narcotics intelligence sharing, enhance officer safety, provide analytical case support, make available high technology surveillance equipment, provide forensic cellular analytical support and telephone intercept equipment, and provide narcotics training to all law enforcement agencies in the 12-county NCHIDTA region. BAYNIN is a multi-agency coalition of Federal, state, and local agencies in the San Francisco Bay Area that have co-located to serve as a regional narcotic information center. BAYNIN is designed to enhance the ability of NCHIDTA initiatives and agencies to identify, target, arrest, and prosecute key members of criminal organizations by facilitating the exchange of information through enhanced coordination and support.

In 2005, the Northern California Regional Terrorism Threat Assessment Center, later renamed the Northern California Regional Intelligence Center (NCRIC), was co-located within the BAYNIN-ISC. NCRIC is funded through Homeland Security grant funds and provides service to the NCHIDTA region. NCRIC is staffed with Federal, state, and local officers and analysts. The co-location of the NCRIC within the BAYNIN-ISC ensures the sharing of information pertaining to the involvement of terrorist organizations financing their operations with the proceeds from drug trafficking, while at the same time ensuring that intelligence collected during narcotics investigations is, when appropriate, shared with the NCRIC intelligence analysts. NCRIC benefits from utilization of the existing NCHIDTA infrastructure, including centralized policy oversight, cross-training of intelligence analysts, and the capability to provide robust analytical resources at all times.

The NCHIDTA's Intelligence Initiative utilizes a DEA intelligence group supervisor to provide direct supervision of the analytical support staff. Analytical staff is provided by San Mateo County Sheriff's Office, the California National Guard, and the FBI. The Equipment Lending program, Wire Intercept Center, and Training Initiative are also part of the BAYNIN management structure.

BAYNIN provides five primary services:

- 1) Event, subject, and investigation deconfliction;
- 2) Investigative support;
- 3) Wire Intercept Center;

- 4) Specialized equipment; and
- 5) Law enforcement training.

BAYNIN-ISC provides NCHIDTA's task force personnel a critical event, subject, and investigation deconfliction system to coordinate critical law enforcement investigative or enforcement events such as search and arrest warrants, undercover drug buy operations, and surveillance. The primary purpose of the deconfliction system is officer safety. It also ensures that agencies have the opportunity to share information and enable collaboration and more efficient investigation of DTOs that cross jurisdictional boundaries.

BAYNIN utilizes WSIN for deconfliction services. The partnership between BAYNIN and WSIN provides all law enforcement clients with services 24 hours a day, 7 days a week. Connectivity with WSIN, part of RISS, and connectivity with EPIC gives investigators instant access to a wide range of intelligence databases and officer safety information.

NCHIDTA currently communicates with other HIDTAs, the HIDTA National Program Office, and law enforcement agencies using the secure RISS.NET. BAYNIN analysts use RISS Leads, LEO, HSIN, and other services available through RISS, LEO, and HSIN to share information and best practices with other law enforcement and counterdrug agencies. BAYNIN also offers to all participating agencies connectivity with commercial databases, various financial databases, allied agency databases, DEA databases (such as NADDIS and Firebird), and databases available through the California Law Enforcement Telecommunications System such as the National Law Enforcement Telecommunications System, Department of Motor Vehicles, CA Supervised Release File, Automated Firearms System, Wanted Persons System, Domestic Violence Restraining Order System, CalPhoto, Cal Gang, and interface with adjacent neighboring states law enforcement communications.

Tactical case support, including toll analysis, link analysis, charts and graphs, and "one-stop record checks," is currently offered to participating agencies by the BAYNIN-ISC. Intelligence analysts use software such as Palantir, Analyst's Notebook, i-Base, Pen Link, and other recognized analytical tools to support counterdrug investigations in the NCHIDTA region. Priority is given to supporting investigations that have been accepted by the OCDETF and those targeting documented DTOs. In addition, BAYNIN provides strategic planning for NCHIDTA initiatives through its annual threat assessment and strategy reporting.

BAYNIN hosts a regional equipment pool that loans specialized investigative equipment to NCHIDTA initiatives and Federal, state, and local law enforcement agencies in the NCHIDTA's 12-county region. The equipment is available to support drug and drug-related violent crime investigations including long-term investigations of DTOs. NCHIDTA contracts with technicians to maintain this investigative equipment and to train users on proper and safe use of the equipment. The Equipment Lending program makes available specialized equipment that, due to cost, would otherwise not normally be available to area investigators.

The Wire Intercept Center services are provided by BAYNIN through a fully equipped and staffed wire intercept facility available at no cost to Federal, state, or local law enforcement agencies in the region to support drug investigations. This centrally located facility is housed in the San Francisco Regional Office of California's Bureau of Investigation and serves as a platform to support Federal or state court-authorized wire intercepts, dialed number recorders, and remote surveillance cameras. This 15-station facility is state-of-the-art and capable of receiving all existing voice and most data transmissions. The current updated intercept system has developed

its wire intercept capabilities to provide remote access for a total of 32 wire intercepts. The remote capabilities allow NCHIDTA to support local law enforcement agencies in counter-drug activities within their own cities and counties, rather than incurring travel to San Francisco. BAYNIN-ISC support is available for any investigation utilizing the Wire Intercept Center.

The NCHIDTA Training initiative coordinates and provides training for law enforcement agencies in the 12 NCHIDTA counties. The training is specifically designed to address the identified training needs of law enforcement practitioners in three key areas: analytical/computer-technology, investigative/interdiction, and management/administrative subjects. Annually, NCHIDTA provides training opportunities to nearly 3,600 students in some 40,000 course hours. Virtually all training sponsored by NCHIDTA is provided at little or no cost to the participant or agency.

All of the services provided by NCHIDTA BAYNIN collaborate with the initiatives, as well as Federal, state, local, and tribal law enforcement agencies within the NCHIDTA region, to combat drug trafficking and promote officer safety.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the NCHIDTA region. Multiple task forces can make up an overarching enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Alameda County Narcotics Task Force (Byrne JAG)	Alameda County
Oakland DEA Task Force (EBPTO - HIDTA)	Alameda County
Oakland Tactical Diversion Squad (DEA)	Alameda County
Southern Alameda County Major Crimes Task Force (SBMETRO - HIDTA)	Alameda County
West Contra Costa County Narcotic Enforcement Team (EBPTO - HIDTA)	Contra Costa County
Mendocino Major Crimes Task Force (MMCTF - HIDTA)	Mendocino County
North County Priority Target Organization Task Force (NCPTO –HIDTA)	Marin County
Marin County Major Crimes Task Force (NCPTO - HIDTA)	Marin County
Sonoma County Narcotics Task Force (DCEP)	Sonoma County
Santa Clara County Specialized Enforcement Team (SBMETRO - HIDTA)	Santa Clara County
San Jose DEA Task Force (SBMETRO - HIDTA)	Santa Clara County
South Bay Metro Task Force (SBMETRO - HIDTA)	Santa Clara County
Santa Clara County Sheriff’s Marijuana Eradication Team (DCEP)	Santa Clara County
Santa Clara County Sheriff’s Narcotic Enforcement Team (Byrne JAG)	Santa Clara County
Monterey County Specialized Team Intervention Narcotics Gangs (STING) (SBMETRO – HIDTA, Byrne JAG, DCEP)	Monterey County
Peninsula Regional Violence and Narcotics Team (SBMETRO - HIDTA)	Monterey County
Santa Cruz County Anti-Crime Team (SBMETRO - HIDTA)	Santa Cruz County
Unified Narcotics Enforcement Team (SBMETRO - HIDTA)	South Bay Region

FEDERALLY FUNDED TASK FORCES	LOCATIONS
San Francisco Violent Crimes and Drug Task Force (SFMETRO - HIDTA)	San Francisco County
San Francisco Metro (SFMETRO - HIDTA)	San Francisco County
San Francisco International Airport (SFMETRO - HIDTA)	San Francisco County
San Mateo County Narcotics Task Force (SMCNTF - HIDTA)	San Mateo County
Northern California Joint Fugitive Task Force (U.S. Marshals - HIDTA)	San Francisco Region

Task Force Coordination

Each NCHIDTA initiative and task force is created and managed by a Memorandum of Understanding (MOU). Each MOU mandates that the initiative or task force will deconflict and share information as a prerequisite to accepting Federal funds. NCHITDA actively supports OCDETF cases throughout the region. NCHIDTA conducts outreach to the OCDETF Pacific Region program by attendance and active participation at its weekly board meetings and annual conferences. NCHIDTA provides the OCDETF Pacific Region access to the NCHIDTA Annual Threat Assessment and Annual Report.

The deconfliction mandate is accomplished through the services provided to NCHIDTA by WSIN. The practical process includes a process of identifying a target, location, vehicle, boat or carrier, telephone number and submitting the data via telephone, computer (direct data link or e-mail), or fax to WSIN for subject deconfliction.

Information sharing among the Initiatives and Task Forces is an important component of the overall mission of NCHIDTA. Information sharing takes place through deconfliction, regularly scheduled area intelligence meetings, the Annual Initiative and Task Force Commanders Symposium, the California Narcotics Officers Association Conference, input into the Annual Threat Assessment, and distribution of intelligence products. NCHIDTA facilitates cooperation, information sharing, and joint efforts among more than 65 Federal, state, and local law enforcement agencies, involving 253 personnel participating in the NCHIDTA Initiatives and Task Forces. The BAYNIN-ISC brings an enhanced level of intelligence resources to the NCHIDTA law enforcement community by supporting lines of communication and by providing and coordinating a secure exchange of data and intelligence.

To share secure communications between initiatives and task forces, analysts and managers assigned to the NCRIC and NCHIDTA have access to the secure HSIN, as well as FBI's LEO system. NCRIC and NCHIDTA intelligence analysts provide bi-monthly HSIN briefs, NCRIC/NCHIDTA Threat Monitor, on various all crimes-all threats subjects, including narcotics trafficking, DTOs, and Mexico-based cartels. Further communications are established through circulation and dissemination of law enforcement intelligence bulletins passed between NCHIDTA, NCRIC, FBI, and local and state partners.

Within the investigative realm, the BAYNIN-ISC focuses on defining viable targets and providing meaningful case support to the task forces based on major drug trafficking intelligence information that has been gathered by both the ISC and various law enforcement elements within the region. The NCHIDTA task forces then apply all necessary investigative resources to identify, prioritize, target, and dismantle the major poly-DTOs found operating in the NCHIDTA region on all levels – state, national, and international. Cooperation by each Federal, state, and local

participant with the NCHIDTA task force program is fluid, creating a highly effective and efficient organization, which meets and exceeds the goal of dismantling and disrupting DTOs.

HIDTA Evaluation

NCHIDTA continues to foster a comprehensive response in combating illicit drug activity by bringing together all available law enforcement resources to address the problem.

In 2013, NCHIDTA initiatives identified 90 DTOs MLOs operating in the region. The 7 NCHIDTA investigative initiatives disrupted or dismantled 26 DTOs/MLOs. Of these, 10 cases were part of an international organization, 3 were part of a multi-state organization, and 13 were part of a local DTO/MLO.

PMP data shows an excellent return on investment for the NCHIDTA region in 2013. NCHIDTA initiatives seized illegal drugs with a wholesale value of over \$621.4 million and more than \$21.3 million in cash and other drug-related assets (\$642.8 million total), for a total return on investment of \$203.13.

Northwest HIDTA – Designated in 1997

Executive Director – Dave Rodriguez

Purpose and Goals

The Northwest HIDTA mission is to measurably reduce drug trafficking, money laundering, and drug-related violent crimes through intelligence-driven targeting of DTOs/MLOs and to reduce demand by supporting treatment and effective demand reduction programs. The Northwest HIDTA program focuses on high-value trafficking targets and financial infrastructures.

Strategy

The Northwest HIDTA comprises 13 law enforcement initiatives composed of Federal, state, and local enforcement personnel; an ISC initiative; administrative initiatives that include management and coordination and training; and a prevention and treatment initiative. The enforcement initiatives target major illicit DTOs through aggressive investigations and enforcement actions that focus on sources of supply, distribution, drug interdiction and drug-related financial and violent crimes within the Northwest HIDTA's area of responsibility. The ISC initiative provides analytical case support to Federal, state, local, and tribal law enforcement while the management and coordination initiative supports management and oversight of the HIDTA program and brokers training for the HIDTA community. The treatment and prevention initiative brings together prevention and treatment specialists and law enforcement personnel to reduce the impact of harmful drug use on individuals and communities within Washington state.

Location

The Northwest HIDTA operates out of Seattle, Washington, and comprises the following 14 counties: Benton, Clark, Cowlitz, Franklin, King, Kitsap, Lewis, Pierce, Skagit, Snohomish, Spokane, Thurston, Whatcom, and Yakima.

Initiatives

The Northwest HIDTA has 17 initiatives: 1 management, 1 training, 1 prevention/treatment, 1 intelligence, 1 interdiction/prosecution/U.S.-Canada intelligence, 1 fugitive, 1 support, and 10 investigation initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	73	\$4.39	\$157.66	264	477

Threat Assessment

For nearly a decade, methamphetamine and marijuana shared the title of Washington's greatest drug threat. This year, the Northwest HIDTA ranked methamphetamine and heroin as the state's greatest drug threats. The changing climate of society's attitude toward marijuana and the

increasing population of heroin users have changed responses given by task forces to the Northwest HIDTA Threat Assessment Survey and altered the rankings.

According to law enforcement officials, methamphetamine contributes more than any other drug to violent crimes in Washington State. Methamphetamine is also ranked as the drug most prevalent in the state, coinciding with a consistent increase in youth treatment admissions for the drug over the past 5 years. Methamphetamine distributors are known to transport the drug in liquid form for better concealment and then create the finished, solid product in conversion labs.

For the first time in Northwest HIDTA history, heroin is ranked as a greater drug threat to Washington than marijuana. Heroin is second only to methamphetamine for its prevalence and association with violent crime and property crimes, according to Northwest HIDTA initiatives. Heroin use and treatment admissions are climbing among adults and data provided by Public Health-Seattle & King County indicates that the majority of needle-exchange participants reported the drug they used most was heroin.

Some of the increase in heroin use may be attributed to the reformulation of OxyContin in 2010, public awareness of prescription drug abuse, and health care officials being vigilant to prevent doctor-shopping. Many heroin users are former non-medical users of prescription drugs looking for a cheaper and easier alternative to get high.

Awareness of the opioid overdose-reversal drug naloxone is increasing. The Food and Drug Administration (FDA) recently approved the Evzio, a device used to inject a single dose of naloxone in an opioid-overdose victim.

Although no longer considered one of the state's greatest drug threats, marijuana is still the most widely used, Federally illicit substance in Washington. Domestic marijuana is the most prevalent type of cannabis available, as local growers continually produce a product high in THC. Based on data from the University of Mississippi, THC levels continue to climb, with the average being more than 13 percent THC in 2012, while the average in 1975 was less than 1 percent. The increase in THC is one of many concerns regarding marijuana edibles. Extracted-THC products (sometimes called butane hash oil, butane honey oil, or BHO) will be available for sale in retail marijuana stores, and have already grown in popularity. The extraction of THC from bits of marijuana plants generally yields a wax-like substance that users inhale using a vaporizer, resulting in an instant high. The THC extraction process involves the use of a solvent, usually butane, which is highly flammable. There has been an increase in butane-related explosions in Washington in the past year, resulting in property damage and injuries.

Treatment admissions for cocaine continue to decline, but use of the drug remains widespread throughout the region. Washington continues to be a known transshipment point for cocaine to Alaska and Canada.

Diverted pharmaceuticals and other opioids continue to pose a significant risk. Despite the precautions taken to keep opioids such as OxyContin out of the hands of those who use prescription drugs non-medically, the FDA gave the approval for the production of Zohydro ER. Made by Zogenix, Zohydro ER is a timed-release, pure hydrocodone product, with no tampering safeguards, making it a risk for misuse.

Other dangerous drugs, such as synthetic cannabinoids and synthetic cathinones, have gained nationwide attention in recent years. Several of the synthetic cannabinoids found in Spice and K2 were temporarily labeled as Schedule I in the Controlled Substances Act. In April 2013,

the DEA permanently designated 3,4-methylenedioxy-N-methylcathinone (methylone) as a Schedule I drug. Methylone is often found in synthetic cathinones sold as bath salts. According to Northwest HIDTA initiatives, MDMA (3,4-methylenedioxymethamphetamine, commonly known as ecstasy) is still the most widely used of all other dangerous drugs. The majority of MDMA is smuggled into Washington from Canada.

The most common methods of money laundering used by DTOs in the Northwest HIDTA region continue to be bulk cash smuggling, the use of money service businesses, and the double exchange. Several DTOs with Washington connections used Bitcoins in the past year as another means to launder money. Bitcoins are an anonymous and decentralized digital monetary system, making it easier for DTOs to operate unidentified.

One of law enforcement's greatest challenges in regard to street gangs is keeping track of which gangs are in their jurisdiction, as well as the number and names of members. Allegiance to a particular neighborhood is no longer a steadfast rule, making it difficult to prevent gang violence and crime. Gangs in Washington have expanded their profit margins by diversifying their ways of making money. In addition to drug trafficking, gangs are known to promote prostitution and are often involved in fraud.

Intelligence Initiatives

The mission of the ISC is to provide HIDTA-wide intelligence and information sharing to the Northwest HIDTA initiatives. First funded by HIDTA in 1997, the key initiative of the Northwest HIDTA is the ISC.

The primary task of the ISC is to provide analytical support and intelligence information services to the HIDTA task forces and participating agencies in the HIDTA region. The ISC also provides intelligence data to other task forces and drug law enforcement agencies in the state. The goal is to coordinate efforts and improve investigative performance to disrupt the drug markets in HIDTA counties, thereby achieving a reduction in the availability and use of drugs among youth and adults. The Northwest HIDTA ISC focuses on high-value trafficking targets and financial infrastructure, while also supporting all HIDTA initiatives. The ISC has one Criminal Intelligence Specialist co-located at the Spokane County HIDTA Task Force. The Northwest HIDTA ISC also coordinates activities and shares intelligence with the Pacific Integrated Border Intelligence Team (IBIT), an intelligence unit of the Northwest HIDTA Border Task Force in Blaine, Washington. The Pacific IBIT focuses on developing detailed analytical projects, with an emphasis on exploring known or emerging intelligence gaps related to cross border criminal activity in the Pacific Northwest area. This project-based analysis will seek to identify the methods used by the criminal elements to exploit the shared border through an integrated intelligence-led approach and collaborative law enforcement response.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Clark-Vancouver Drug Task Force (HIDTA)	Vancouver
Southwest Washington Inter Agency Task Force (FBI)	Vancouver
Cowlitz-Wahkiakum Narcotics Task Force (HIDTA)	Kelso
Northwest HIDTA Border Task Force (HIDTA)	Blaine
Northwest HIDTA Integrated Task Force (HIDTA)	Seattle
Snohomish Regional Drug and Gang Task Force (HIDTA)	Marysville
Spokane County HIDTA Task Force (HIDTA)	Spokane
Tacoma Regional HIDTA Task Force (HIDTA)	Tacoma
South Sound Gang Task Force (FBI)	Tacoma
Thurston County Narcotics Task Force (HIDTA)	Tumwater
Yakima County HIDTA Task Force (HIDTA)	Yakima
Washington State Patrol Investigative Assistance Initiative (HIDTA)	Olympia
Northwest HIDTA International Money Laundering TF (HIDTA)	Seattle
Pacific Northwest Fugitive Apprehension Task Force (HIDTA)	Seattle
Seattle Safe Streets Task Force (FBI)	Seattle
Puget Sound Violent Crimes Task Force (HIDTA)	Seattle
Eastside Narcotics Task Force (BYRNE)	Bellevue
Northwest Regional Drug Task Force (BYRNE)	Bellingham
Skagit County Interlocal Drug Enforcement Unit (BYRNE)	Mount Vernon
South Snohomish County Narcotics Task Force (BYRNE)	Lynnwood
Tri-City Metro Drug Task Force (BYRNE)	Pasco
West Sound Narcotics Enforcement Team (BYRNE)	Port Orchard
Tri-Cities Violent Gang Task Force (FBI)	Benton
Spokane Violent Crime Gang Enforcement Team (FBI)	Spokane

Task Force Coordination

All drug task forces receiving HIDTA funding and operating in Washington State are mandated to use the Northwest HIDTA ISC deconfliction system. The Washington State Administering Agency requires that all task forces receiving non-HIDTA Federal funding use the Northwest HIDTA deconfliction services. Additionally, all DOJ investigative agencies in the state have agreed to use the Northwest HIDTA Watch Center for deconfliction purposes.

The Northwest HIDTA Watch Center uses WSIN as the primary information source, with access to the national RISS database. This database enables law enforcement to access drug intelligence information from Federal, state, and local agencies. Through this connection with the WSIN/RISS database, the Northwest HIDTA is now connected to the NVPS.

Northwest HIDTA task forces often work together on overlapping investigations or resource sharing. All drug task forces share information with the Northwest HIDTA ISC informally on a regular basis, and formally by a mandated report and threat assessment survey. This annual Northwest HIDTA threat assessment survey is a requirement for all HIDTA task forces and has been mandated for completion by all other task forces by the Washington State

Administering Agency. The Washington Narcotics Investigators Association brings together the narcotics investigators in the state of Washington to facilitate and encourage active communication among education, treatment, and law enforcement personnel. Additionally, the Washington State Patrol sponsors semi-annual task force commanders' conferences for all drug units and task forces throughout the state of Washington to exchange information and address issues of mutual concern. In past years, both of these organizations combined their individual conferences with similar organizations.

The Northwest HIDTA plays a central role in ensuring that coordination, cooperation, and information sharing exist among all drug task forces. Through initiatives such as DHE, the Northwest HIDTA coordinates activities and promotes information sharing among task forces and agencies throughout the state that may be outside the HIDTA umbrella. Moreover, Northwest HIDTA-sponsored training programs are available to all law enforcement personnel, not only to HIDTA task forces. In 2013, 36 training programs were coordinated by the Northwest HIDTA and presented (many at no cost) to 469 law enforcement personnel throughout the area. The state WSIN representatives routinely coordinate with Northwest HIDTA trainers to present RISSIntel/RISSafe training to law enforcement agencies throughout the state. This has been a well-received opportunity to present a combined WSIN/HIDTA training and education program. The demands for Northwest HIDTA-loaned drug investigation equipment continued throughout the year: HIDTA personnel track use of the equipment and work in support of many enforcement agencies throughout the state.

HIDTA Evaluation

The Northwest HIDTA is reducing drug availability in its area of responsibility with the effective combination of law enforcement, treatment/prevention, and intelligence-sharing with its initiative partners and the community. The Northwest HIDTA exceeded its goals by removing record amounts of methamphetamine and heroin from the marketplace and exceeded its 3-year average for disrupting and dismantling DTOs and MLOs. The Northwest HIDTA is on target to meet the National HIDTA goals to affect the drug market by disrupting or dismantling DTOs/MLOs and improve the efficiency and effectiveness of HIDTA initiatives. The Northwest HIDTA has established funding and operational priorities that target DTOs/MLOs command and control operations in the state that impact the region, the U.S.-Canada border, and the rest of the country.

Illicit drug availability in the Northwest HIDTA region has been reduced. Highlights for 2013 include seizing more than 40,070 marijuana plants, 1,297 kilograms of bulk marijuana, 281 kilograms of cocaine, 161 kilograms of heroin, 168 kilograms of methamphetamine, 83 kilograms of ice methamphetamine, and more than 6.1 million dosage units of MDMA. In 2013, Northwest HIDTA initiatives seized illicit drugs with a wholesale value of \$301.3 million and \$16.4 million in drug-related assets; these seizures have significantly affected DTO activities. Also in 2013, 90 DTOs were either severely disrupted or totally put out of business. Overall, the cost of doing business for DTOs operating in the Northwest HIDTA region has increased by \$317.7 million because of HIDTA initiatives.

Ohio HIDTA – Designated in 1999

Executive Director – Derek Siegle

Purpose and Goals

In conjunction with the national program goals, the Ohio HIDTA mission is to help reduce drug use and its adverse consequences. The Ohio HIDTA will continue to enhance the unity of local, state, and Federal law enforcement agencies toward a common goal of eliminating drug trafficking and its harmful consequences throughout the state of Ohio. This is accomplished by disrupting the market for illegal drugs by dismantling or disrupting DTOs and MLOs. The Ohio HIDTA will continue to support and coordinate investigations among Federal, state, and local law enforcement agencies wherever and whenever possible. The Ohio HIDTA continues to foster partnerships with other HIDTAs. Emphasis is placed on information sharing, deconfliction practices, and training throughout the Ohio HIDTA region to protect our officers and citizens from the dangers of illicit drugs and associated crimes of violence.

Strategy

As a coordinating body, the Ohio HIDTA stresses equal partnerships and a balance of efforts among regional Federal, state, and local law enforcement agencies. Through co-location, interagency cooperation, and consolidation of strategic, operational, and tactical information, the Ohio HIDTA fosters a comprehensive response for targeting DTOs and other illicit drug activity. The Ohio HIDTA brings together 229 Federal, state, and local agencies and 1,546 personnel in a comprehensive, coordinated, and effective manner to counter the devastating effects of drug distribution, drug related violence, and money laundering. The Ohio HIDTA's success is measured in large part by its ability to facilitate greater efficiency, effectiveness, and cooperation between external participating agencies at the local, state, and Federal levels, thus yielding tangible, measurable results.

Location

The Ohio HIDTA is located in Brooklyn Heights, Ohio, a suburb of Cleveland. Thirteen Ohio counties compose the Ohio HIDTA: Adams, Cuyahoga, Fairfield, Franklin, Greene, Hamilton, Lucas, Mahoning, Montgomery, Scioto, Stark, Summit, and Warren. These counties contain more than half of Ohio's population and encompass the nine largest cities in the state.

Initiatives

The Ohio HIDTA has 20 initiatives: 1 management, 1 training, 1 intelligence, and 17 investigation/interdiction initiatives.

Short-Term Objectives

Year	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	91	\$8.76	\$27.73	104	1,541

Threat Assessment

Heroin by far is the major drug of concern in the Ohio HIDTA region. All of the operational initiatives funded by the Ohio HIDTA list heroin as the number-one drug problem and have made heroin investigations their top priority. With the reduction of pill mills in Ohio and the low cost of heroin, the number of heroin users has increased dramatically. Initiatives are partnering with education, prevention, and treatment professionals to combat this epidemic. Ten of the 16 operational initiatives have seen an increase in heroin seizures over the past 3 years. The Ohio Highway Interdiction Initiative alone seized more than 47 kilograms of heroin in 2013, as compared to a 3-year average of 19 kilograms. All initiatives will continue to address the heroin problem within Ohio.

Prescription opioid diversion and abuse remain high and seizures continue to grow. Seizures for 2013 increased 58 percent over 2012 and a staggering 325 percent since 2009. The majority of the pills entering Ohio appear to be coming from Michigan. The Ohio HIDTA has centered its interdiction efforts with the Ohio Highway Interdiction Initiative and DHE Program to stem the flow of pills into Ohio. During 2013, the Ohio Highway Interdiction Initiative seized more than 71,200 of the approximately 217,000 illicit pills seized by all Ohio HIDTA initiatives.

The Ohio Highway Interdiction Initiative remains the primary enforcement effort of the Ohio HIDTA in combating the presence of illegal prescription drugs in the Ohio HIDTA region. Based on the success of the Ohio Highway Interdiction Initiative and the presence of two DEA Tactical Diversion Teams (which became fully operational in 2013), Ohio HIDTA initiatives are not specifically investigating the distribution of pharmaceuticals, but do so in the course of interdiction efforts or part of another investigation.

Although the availability and use of cocaine and crack cocaine have decreased, cocaine continues to be a drug of concern within the Ohio HIDTA region. It remains second only to heroin in its impact on our communities and the number of DTOs/MLOs under investigation. All of the initiatives of the Ohio HIDTA continue to address these drugs as part of their mission and strategy. In fact, the seizure of cocaine in both forms has remained consistent over the past two years. In particular, initiatives located in the major cities continue to investigate DTOs supplying crack cocaine due to its association with violence in those cities.

Previously, bath salts and K2/Spice were seen as an emerging trend. However, swift action by legislatures in Ohio and strong enforcement efforts during the past 2 years have led to a reduction in seizure quantities of both drugs. The amount of bath salts seized in 2012 was 278.245 kilograms and 5.542 in 2013, which could explain why there was an increase in the number of methamphetamine seizures during the year. Bath salts are a synthetic cathinone, a man-made chemical related to amphetamines. K2/Spice also appears to have topped out in 2012 as smaller quantities were seized by HIDTA initiatives in 2013. The recreational use of K2/Spice is still of a potential concern in that it is a synthetic cannabinoid. According to a study by the University of Michigan¹⁰ in 2012, synthetic marijuana was the second-most widely used illicit drug among 10th and 12th graders (after marijuana) and the third-most widely used among 8th graders (after marijuana and inhalants).

¹⁰ <http://www.ns.umich.edu/new/releases/21880-teens-more-cautious-about-using-synthetic-drugs>

Intelligence Initiatives

The Ohio HIDTA ISC plays a significant role in supporting the Ohio HIDTA strategy and all of the Ohio HIDTA initiatives throughout the year as they execute strategic, tactical, and operational activities to achieve targeted objectives. Ohio HIDTA intelligence analysts perform a vital function to enhance the coordination between initiatives and agencies to accomplish effective and efficient results as mandated by the national HIDTA program goals. Full-time, part-time, co-located, and multi-agency personnel, with the use of a myriad of analytical tools, provide the backbone to this crucial infrastructure. Ohio HIDTA intelligence subsystem activities have been extremely successful in performing the following key functions on behalf of the Ohio HIDTA initiatives and participating agencies:

- 1) Providing essential analytical case support to the Ohio HIDTA law enforcement initiatives and participating agencies, whose analytical resources otherwise are either very limited or non-existent;
- 2) Facilitating connectivity between and/or among local, state, and Federal law enforcement agencies, criminal databases as well as other intelligence databases, HIDTA ISCs, and open source databases;
- 3) Assisting in the development of drug threat assessments, strategy reports, initiative budget and description reports, and annual reports;
- 4) Creating actionable intelligence recommendations on drug trafficking organizations and their members;
- 5) Providing Suspicious Activity Report (SAR) referrals for money laundering organizations and their members; and
- 6) Coordinating drug intelligence symposiums for the exchange of drug intelligence and networking opportunities amongst investigators and analysts from HIDTA initiatives, participating agencies, and other law enforcement entities in the Ohio HIDTA region.

The ISC intelligence component provides a full range of intelligence analytical support to other Ohio HIDTA initiatives, participating agencies, and other appropriate law enforcement and intelligence community entities. There is an ever-expanding exchange of tactical, operational and strategic intelligence between Ohio HIDTA and other HIDTAs throughout the country. The core Intelligence Subsystem functions include:

- 1) Analytical Case Support
- 2) Crime Mapping
- 3) Cell Phone Ping Analysis
- 4) Database Inquiry and Exploration
- 5) Event and Subject Deconfliction
- 6) Social Networking Investigation
- 7) Strategic Intelligence
- 8) SAR Analysis

The ISC consists of the Analytical Unit, the Deconfliction Center, and the SAR Review Team (SAR-RT). The ISC Deconfliction Center maintains an officer safety event/subject deconfliction system to avoid hazardous encounters between law enforcement personnel by making agencies aware of conflicting actions being taken by their fellow agencies. The Deconfliction Center facilitates the exchange of information between officers and agents potentially investigating the same subject. Both the Deconfliction Center and the Analytical Unit

provide tactical intelligence to Ohio HIDTA law enforcement initiatives, participating agencies, other HIDTAs, and law enforcement agencies outside of the Ohio HIDTA region utilizing a variety of law enforcement and public databases.

The Analytical Unit provides intelligence analysis support to drug investigation and interdiction initiatives and other participating law enforcement agencies. This support includes biographical research, cell phone and GPS ping analysis, crime mapping, celebrite phone extraction, link analysis, financial analysis, telephone toll analysis, social networking investigation, post-seizure analysis, and a host of visual-graphic intelligence products supporting case investigations. The Analytical Unit identifies drug trafficking trends and regional drug threats making recommendations to initiate or further criminal investigations.

The SAR-RT is an intelligence/investigative unit that develops and assists with criminal investigations and related enforcement operations as well as identification and seizure of financial assets derived from narcotics proceeds. The emphasis of this unit is to gather intelligence on drug-trafficking and money-laundering activities from as many sources of financial data as possible, including wire transfers, express package companies, airport seizures, vehicle seizures, hotels/motels, conventional banking institutions, surveillance, seized personal computers, and related electronic media.

The Ohio HIDTA ISC hosts and coordinates a variety of drug intelligence training to facilitate the exchange of ideas and knowledge among intelligence analysts and drug investigators. It affords the opportunity for analysts and investigators from the HIDTA initiatives, HIDTA ISCs, and other law enforcement agencies in the Great Lakes/Midwest region to network and share valuable intelligence information with the end goal of disrupting drug-trafficking activities. Finally, it promotes a camaraderie and esprit de corps among the law enforcement community as a whole.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Akron/Summit County HIDTA Drug Task Force (HIDTA)	Akron
Cincinnati Law Enforcement Task Force (HIDTA)	Cincinnati
DEA Cleveland Drug Task Force	Cleveland
DEA Youngstown Drug Task Force (HIDTA)	Youngstown
Hotel Interdiction Team (HIDTA)	Cleveland
Mahoning Valley Law Enforcement Task Force (HIDTA)	Youngstown
Miami Valley Drug Task Force (HIDTA)	Miamisburg
Northern Ohio Law Enforcement Task Force (HIDTA)	Cleveland
Northwest Ohio Drug Task Force (HIDTA)	Toledo
Ohio Highway Interdiction Initiative	Statewide
Ohio Violent Fugitive Task Force (HIDTA)	Ohio
South Central Drug Task Force (HIDTA)	Columbus
Southern Ohio Drug Task Force	Portsmouth

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Warren County Drug Task Force (HIDTA)	Lebanon
Stark County Violent Crimes Task Force (HIDTA)	Canton
Toledo Metro Drug Task Force (HIDTA)	Toledo
Central Ohio Drug Enforcement Task Force	Newark
Clermont County Drug Unit	Batavia
Columbiana County Drug Task Force	Lisbon
Northeast Hamilton County Drug Task Force	Cincinnati
Grand Lakes Task Force	Wapakoneta
Greene County Agencies for Combined Enforcement (ACE)	Beavercreek
Lawrence Drug and Major Crimes Task Force	Ironton
Law Enforcement Against Pushers Drug Task Force (LEAP)	Delaware
Medina County Drug Task Force	Medina
Medway Drug Enforcement Agency	Wooster
METRICH Enforcement Unit	Mansfield
Multi-Area Narcotics Unit	Defiance
Ottawa County Drug Task Force	Port Clinton
Southeast Area Law Enforcement Task Force	Garfield Heights
Southern Ohio Drug Task Force (HIDTA)	Portsmouth
Trumbull, Ashtabula, Geauga Task Force	Middlefield
U.S. 23 Pipeline Major Crimes Task Force	Chillicothe
West Central Ohio Crime Task Force	Lima
Westshore Enforcement Bureau	Bay Village
Fairfield-Hocking Major Crimes Unit	Lancaster
Greater Warren County Drug Task Force	Lebanon
Lake County Narcotics Agency	Painesville
Lorain County Drug Task Force	Elyria
Stark County Drug Unit	Canton
Summit County Drug Unit	Akron
Hamilton County RENEW	Hamilton
Franklin County Drug Task Force	Columbus
Akron Safe Streets Task Force (FBI)	Akron
Canton Safe Streets Task Force (FBI)	Canton
Southern Ohio Safe Streets task Force (FBI)	Dayton

Task Force Coordination

The initiatives of the Ohio HIDTA complement each other. Through oversight by the Ohio HIDTA Executive Board and the Management & Coordination Initiative, the initiatives of the Ohio HIDTA are managed, reviewed, and funded in a consistent manner, with the focus being on achieving the mission to disrupt and dismantle DTOs/MLOs. Annual review of each initiative,

use of the four subcommittees created by the Executive Board, task force commander meetings, and submission of Initiative Budget Descriptions help ensure that each initiative is meeting the goals and objectives of the HIDTA program.

The Ohio HIDTA ISC provides the platform for the sharing of intelligence information, deconfliction services, and investigative support for the initiatives. The ISC ensures information is shared among the initiatives to avoid duplication of effort and resources. This initiative complements the operational initiatives through its support and brings about a comprehensive intelligence strategy wherein all of the initiatives complement one another.

The last administrative initiative of the Ohio HIDTA is the Training Initiative. The Training Initiative coordinates all law enforcement, analytical, and management/administration training provided by the Ohio HIDTA.

Operational initiatives are reviewed annually to ensure they are operating according to their mission statement, addressing the identified drug problem in their area of operation, operating according to the HIDTA Program & Budget Guidelines, properly recording data in the PMP system, deconflicting events and subject/cases, sharing information, and properly utilizing their HIDTA funds. Initiatives are spread out through 13 counties. Only in Cuyahoga, Franklin, Lucas, and Mahoning is there more than one HIDTA initiative in operation. In these counties the demand for narcotics enforcement necessitates multiple initiatives. These initiatives work together when needed, share information on a daily basis, and at times have different areas of focus in terms of geography, type of DTO/MLO, or narcotics being distributed.

The Ohio Highway Interdiction Initiative is a conduit of information to the traditional task forces based upon the large number of highway interdictions conducted. All information obtained from highway interdiction is shared with the nearest Ohio HIDTA task force, and seizures are entered into the NSS at EPIC. In turn, task forces rely on participants of the Ohio Highway Interdiction Initiative to provide support on the highways when interdiction of drug and/or cash shipments is warranted. The Ohio Highway Interdiction Initiative also utilizes the SAFETNet deconfliction system for all interdictions further ensuring coordination with traditional task forces.

The Ohio Violent Fugitive Task Force provides support in locating drug fugitives identified by the other initiatives. The initiative also utilizes deconfliction to determine if they have arrested a subject in another initiative's investigation. The use of the Ohio Violent Fugitive Task Force enables drug task forces to focus limited resources on the investigation of DTOs/MLOs. The number of fugitives apprehended in 2013 was 5,614.

HIDTA Evaluation

The Ohio HIDTA program remains an effective and efficient platform to continue development of law enforcement partnerships, coordinate the sharing of investigative information, and support the *National Drug Control Strategy*.

In 2013, Ohio HIDTA initiatives identified 233 DTOs and MLOs and disrupted or dismantled 86 of the identified DTOs operating in the region. Of those disrupted or dismantled, 20 percent were international in scope and 60 percent were multi-state in scope. The estimated wholesale value of drugs seized in 2013 was approximately \$65.0 million. Cash and other drug-related assets seized totaled \$43.7 million. The return on investment for drugs and assets seized in 2013 was \$33.26.

Oregon HIDTA – Designated in 1999

Executive Director – Chris Gibson

Purpose and Goals

In conjunction with the national program goals, the Oregon HIDTA mission is to facilitate, support, and enhance collaborative drug control efforts among law enforcement agencies and community-based organizations, thus significantly reducing the impact of illegal trafficking and use of drugs throughout Oregon.

Strategy

The Oregon HIDTA will continue to foster cooperative and effective working relationships among the 7 Federal agencies, 3 state agencies, 35 local agencies, 2 tribal agencies, and the U.S. Attorney’s Office in the District of Oregon to achieve the common goals of disrupting and dismantling DTOs and MLOs and reducing the demand for, and availability of, illegal drugs.

Location

The Oregon HIDTA is based in Salem. The Oregon HIDTA region includes the counties of Ada, Canyon, Clackamas, Deschutes, Douglas, Jackson, Lane, Malheur, Marion, Multnomah, Umatilla, and Washington, as well as the Warm Springs Indian Reservation.

Initiatives

The Oregon HIDTA has 20 initiatives: 1 management, 1 training, 1 prevention, 1 intelligence, 1 drug fugitive, 1 interdiction, 1 investigation/prosecution, 1 demand reduction, and 12 investigation initiatives.

Short-Term Objectives

YEAR	DTOs and MLOs Expected to be Disrupted/ Dismantled	Target Return on Investment : Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	43	\$3.00	\$30.00	451	1,340

Threat Assessment

Illicit drug use in Oregon continues to exceed the national per-capita average. The latest Federal reporting shows that Oregon ranked fourth in the United States for reported rates of past month illicit drug use by people ages 12 or older in 2011 and 2012.¹¹ A 2012 study of arrestees revealed that 73 percent of adult males charged for offenses ranging from misdemeanors to felonies

¹¹ Table 1. *Illicit Drug Use in Past Month, by Age Group and State: Annual Averages Based on 2011 and 2012 NSDUHs*, Substance Abuse and Mental Health Services Administration, downloaded April 2014.

in Portland tested positive for at least one drug in 2011.¹² Moreover, of the 10 cities studied,¹³ Portland had the highest percentage of arrestees who reported past 30 day use for marijuana (56%), heroin (17%), and powder cocaine (10%); and ranked second for methamphetamine use (25%) behind Sacramento, California (36%).¹⁴

Drug-related deaths recorded in 2013 (222) decreased by one statewide from 2012 (223).¹⁵ Fatalities related to methamphetamine use reflected the highest number recorded since 2000, rising nearly a third from 2012 (93) to 2013 (123). The second highest number of deaths was related to heroin, which dropped from a high of 147 deaths in 2012 to 111 deaths in 2013. Cocaine-related deaths decreased 35 percent from 2012 (19) to 2013 (12), the fewest recorded since 2000.¹⁶

Methamphetamine continues to be widely used and trafficked throughout the HIDTA region and statewide. Reported seizures of methamphetamine labs in the state remain low primarily due to state legislation eliminating the ability to obtain pseudoephedrine without a physician's prescription along with sustained law enforcement pressure. However, ice methamphetamine continues to be highly available as Mexican drug traffickers import methamphetamine powder, liquid, and finished product both from laboratories outside the state and from Mexico.

Heroin use and trafficking have increased in Oregon and reflect the state's greatest drug threat, followed by methamphetamine, marijuana, controlled prescription drugs, cocaine and designer drugs. In Oregon, the use of CPDs has continued to expand. The most recent national survey data revealed that Oregon ranked second in the United States during 2011 and 2012 for reported rates of past-year non-medical use of pain relievers by people ages 12 or older.¹⁷ Law enforcement reporting indicates some users of prescription opioids are switching to heroin because it is seen as more available, less expensive, and provides a more intense high than diverted prescription opioids.

Marijuana use, cultivation, and trafficking are pervasive in Oregon. Outdoor marijuana cultivation sites, primarily operated by Mexico-based DTOs, have been discovered on public and private lands in Oregon since 2006. Additionally, Federal authorities report that Asian crime groups are involved in marijuana trafficking and have established large coordinated indoor grow operations in Oregon, Washington, and Northern California. Oregon's Medical Marijuana Act,¹⁸ which allows for quantities of marijuana to be grown and used for qualifying medical conditions, continues to be exploited by local producers who use it to facilitate illegal cultivation for commercial purposes.

¹² "Nearly Three out of Every Four Adult Males Arrested in Portland Test Positive for Illegal Drugs at Time of Arrest", Office of National Drug Control Policy, Executive Office of the President, May 17, 2012.

¹³ Includes Atlanta, GA; Charlotte, NC; Chicago, IL; Denver, CO; Indianapolis, IN; Minneapolis, MN; New York, NY; Portland, OR; Sacramento, CA; and Washington, D.C.

¹⁴ ADAM II, 2011 Annual Report, Arrestee Drug Abuse Monitoring Program II, Office of National Drug Control Policy, May 2012.

¹⁵ Total number of drug-related deaths reflects the number of actual people who died in a given year. Individual drug categories (i.e., methamphetamine, cocaine, heroin, combination) are based on their frequency of use in the total number of deaths reported. Fatalities may be a result of misuse of one or more drugs and can also be due to overdose.

¹⁶ Drug Related Deaths 2013, Oregon State Medical Examiner, Oregon State Police.

¹⁷ Nonmedical Use of Pain Relievers in the Past Year, by Age Group and State: Percentages, Annual Averages Based on 2011 and 2012 NSDUHs, Substance Abuse and Mental Health Services Administration.

¹⁸ Oregon Revised Statutes 475.300 - 475.346.

Intelligence Initiatives and Task Force Coordination

All Oregon task forces receiving OCDETF, Byrne Justice Assistance Grant, or HIDTA funding are encouraged to use the RISSIntel and RISSafe systems for case, subject, and event deconfliction. These activities are coordinated by the Oregon HIDTA Investigative Service Center.

All drug task forces share information with the Oregon HIDTA ISC. Many of the task forces work together on investigations and subsequently share information and resources. The Oregon HIDTA conducts quarterly information-sharing meetings with task force managers and supervisors. The Oregon Narcotics Enforcement Association (ONEA) coordinates training conferences for narcotics officers annually. Two WSIN coordinators assigned to Oregon conduct information-sharing meetings on a regular basis with law enforcement agencies throughout the state.

The Oregon HIDTA ISC is co-located with the State of Oregon's Fusion Center, the Oregon Terrorism Information Threat Assessment Network, which shares information routinely and freely with the FBI-led Joint Terrorism Task Force based in Portland, Oregon.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Blue Mountain Narcotics Team (HIDTA)	Pendleton
Central Oregon Drug Enforcement (HIDTA)	Bend
Clackamas County Interagency Task Force (HIDTA)	Oregon City
Douglas Interagency Narcotics Team (HIDTA)	Roseburg
HIDTA Interdiction Team (HIDTA)	Portland
Oregon HIDTA DEA Task Force (DEA & HIDTA)	Portland, Salem, Eugene, Medford
Oregon Financial Crimes Task Force (IRS)	Portland
Intelligence and Investigative Support Center (HIDTA)	Salem
Lane County Interagency Narcotics Enforcement Team (HIDTA)	Eugene
Medford Area Drug and Gang Enforcement (HIDTA)	Medford
Multnomah County Dangerous Drug Team (HIDTA)	Portland
Portland Area Metro Gang Task Force (FBI & HIDTA)	Portland
DEA Tactical Diversion Squad (DEA)	Portland
Warm Springs Police Department (HIDTA)	Warm Springs
Westside Interagency Narcotics Team (HIDTA)	Beaverton
United States Marshals Service Fugitive Task Force (USMS & HIDTA)	Portland

HIDTA Evaluation

The Oregon HIDTA is reducing drug availability in its area of responsibility and is on target to meet the national HIDTA goals to disrupt the drug market by disrupting or dismantling DTOs and improve the efficiency and effectiveness of HIDTA initiatives. The Oregon HIDTA has established funding and operational priorities that focus on disrupting and/or dismantling those DTOs and MLOs operating in Oregon, those impacting other parts of the Nation, and especially those involved with drug-related crime.

In 2013, Oregon HIDTA initiatives exceeded their projected target of 35 of 85 identified DTOs and ultimately disrupted or dismantled 37 DTOs or MLOs by the end of the year. During that year, drug enforcement task forces funded by the Oregon HIDTA were responsible for seizing illegal drugs with a total estimated wholesale value of \$85.1 million and \$9.5 million in cash and other drug-related assets (\$94.6 million total) from drug traffickers and money launderers, for total a ROI of \$30.80.

To achieve maximum results, the Oregon HIDTA funds law enforcement initiatives that promote and facilitate cooperative sharing of case information, leveraging of available resources, and maintenance of effective working relationships among Federal, state, local, and tribal law enforcement agencies. In 2013, 229 Federal, state, local, and tribal law enforcement agencies participated in 20 Oregon HIDTA initiatives. The Oregon HIDTA program provides its initiatives with valuable resources including case support, electronic surveillance equipment loans, technical support, deconfliction services, and training. Additionally, use of available secure electronic communication networks has improved collaboration among the HIDTA initiatives. The Oregon HIDTA program's commitment to improving the efficiency and effectiveness of the HIDTA initiatives ensures that the Goal 2 objectives are met year after year.

Philadelphia/Camden HIDTA – Designated in 1995

Executive Director – Jeremiah Daley

Purpose and Goals

The mission of the Philadelphia/Camden HIDTA (PC HIDTA) is to reduce drug trafficking and related violent crime in the PC HIDTA region. To accomplish this, PC HIDTA:

- 1) Facilitates interagency cooperation at the Federal, state, and local levels;
- 2) Improves intelligence gathering, analysis, and sharing capabilities; and
- 3) Provides mission-critical resources and services otherwise unavailable to regional law enforcement agencies.

Strategy

The PC HIDTA's Strategy is designed to support the above goals, as well as the goals of the HIDTA program overall.

Through interdiction and investigative initiatives, PC HIDTA takes a comprehensive approach to thwarting the flow and distribution of drugs into the four-county region.

PC HIDTA's initiatives will identify, disrupt, and dismantle violent DTOs; locate and apprehend violent fugitives wanted in connection with drug offenses; and gather evidence linking drug traffickers to major national and international criminal organizations.

The initiatives will be poised to respond to acute episodes of violence in the most seriously impacted localities – Philadelphia, Camden, Chester, and Coatesville.

PC HIDTA's Support Initiatives will enhance the operating environments, professional skillsets, information-sharing capabilities, and intelligence assessments and case support services the law enforcement initiatives rely upon to succeed.

Location

With its principal office in Philadelphia, the PC HIDTA footprint includes the counties of:

- Pennsylvania: Philadelphia, Chester, and Delaware;
- New Jersey: Camden; and
- Delaware: New Castle

Initiatives

The PC HIDTA has 12 initiatives: Management and Coordination; Training; Investigative Support Center; Information Technology; and 8 initiatives focused on investigation, interdiction and enforcement.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	45	\$3.50	\$7.53	47	162

Threat Assessment

The four-county PC HIDTA is contained within the fifth largest metropolitan area in the United States (5.1 million people); approximately 100 million people live within a one-day drive of the Philadelphia/Camden region, making it a key drug transshipment zone along the I-95 Northeast Corridor.

Heroin, cocaine, prescription drugs, and marijuana are the primary drug threats to PC HIDTA. Mexico-based DTOs with direct connections to cartel-level syndicates or cells remain the dominant heroin, cocaine, and marijuana suppliers within the PC HIDTA region. Mexico-based DTOs have established the region as a central location to temporarily store large quantities of illicit drugs and cash proceeds transiting between the Northeastern U.S. and the Southwest border region. Drugs arrive in the PC HIDTA region through various means, including vehicles, commercial air, rail, and bus transit, and among postal, commercial parcel, and maritime cargo shipments.

These conveyances are also utilized to transport bulk currency to domestic consolidation points across the Southwest border to Mexico or through the Caribbean to Central and South America. Other money movement techniques used by traffickers in the PC HIDTA region include bank deposit structuring to avoid Bank Secrecy Act reporting requirements, cash-based and money service businesses to wire proceeds, prepaid stored value cards, purchases of high-priced assets, and laundering through legitimate or front businesses.

Violent crime is virtually synonymous with drug trafficking and distribution in the PC HIDTA region. Various distribution groups exploit inner city neighborhoods and suburban housing developments to intimidate residents and competitors and protect profitable drug enterprises and markets. While not a traditional center of large-scale, well-organized, and/or nationally affiliated street gangs, intelligence reporting and law enforcement activity suggest increasing influence in the Lower Delaware Valley of street gangs (such as the Bloods, the Crips, Latin Kings, MS-13, Ñetas, and Sureños), particularly in suburban areas.

Intelligence Initiatives

The PC HIDTA ISC collaborates frequently with fusion centers in the region, including the Delaware Valley Intelligence Center (DVIC) in Philadelphia, New Jersey Regional Operations and Intelligence Center, and Pennsylvania Criminal Information Center. The ISC also interacts and exchanges information with local agency criminal intelligence components within the region, such as the Camden County Intelligence Services Team and Philadelphia Police Criminal Intelligence Unit.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the PC HIDTA region. Multiple HIDTA-supported task forces may make up an overarching PC HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Joint Camden Task Force (HIDTA)	Camden County, NJ
Chester County HIDTA Task Force (HIDTA)	Chester County, PA
Delaware County HIDTA Task Force (HIDTA)	Delaware County, PA
Fugitive Apprehension Initiative (USMS) (HIDTA)	Eastern District of PA
Money Laundering & Drug Asset Forfeiture Task Force (DHS-ICE) (HIDTA)	Metropolitan Philadelphia, PA area
Violent Crimes Task Force (ATF) (HIDTA)	
Violent Drug Gang Task Forces (FBI-Phila. Sqds. C-2 & C-3) (HIDTA/DOJ-Safe Streets)	Metropolitan Philadelphia, PA area
South Jersey Violent Drug Gang Task Forces (FBI-Phila. Sqd. C-6) (HIDTA/DOJ-Safe Streets)	Metropolitan Camden, NJ area
Philadelphia Drug Trafficking Task Force Initiative (PPD/PDAO) (HIDTA)	Philadelphia, PA
DEA-Phila. Group 31 Interdiction Initiative Task Force (HIDTA)	Metropolitan Philadelphia, PA
DEA-Phila. Group 32 Drug Trafficking Org. Initiative Task Force (HIDTA)	Metropolitan Philadelphia, PA
Suburban Camden County Drug Task Force (Byrne)	Camden County, NJ
DEA-Phila. Tactical Diversion Squad (DEA)	Philadelphia, PA
DEA-Phila. Task Force Group(s) 22, 23, 24, 51 (DEA)	Philadelphia, PA
ICE-Seaport Contraband Smuggling Group (DHS-ICE/HSI)	Eastern District of Pennsylvania
ICE-Airport & Critical Infrastructure Protection Group (DHS-ICE/HSI)	Philadelphia, PA
ICE-Gang Enforcement & Public Safety Task Force (DHS-ICE/HSI)	Eastern & Middle Districts of Pennsylvania
DEA-Camden RO Task Force (DEA)	Camden, Burlington, Gloucester & Salem Counties, NJ
FBI-Delaware Valley Violent Crime Task Force (DOJ-Safe Streets/FBI)	Newtown Square, PA

Task Force Coordination

The PC HIDTA designates and funds eight task force initiatives that support the HIDTA's overall strategy and address drug trafficking, money laundering, and associated violent crime threats to the region. Five initiatives are directly engaged in drug law enforcement, while the others address the collateral criminal behavior of money laundering, fugitives, and violence.

Drug enforcement task forces in the PC HIDTA region continuously coordinate investigative activities with each other, PC HIDTA, and OCDETF program administrators. All agencies' task forces participating in the PC HIDTA, as well as many non-HIDTA law

enforcement agencies in the region, contribute to and query the event and target deconfliction systems offered by the PC HIDTA ISC. Event deconfliction is provided 16 hours a day, 7 days a week via the ISC Watch Center, housed in the DVIC and staffed by Philadelphia Police Department personnel, who use the RISSafe system.

After the Watch Center's normal operational hours, submissions are automatically forwarded to the Pennsylvania State Police Department Watch Center, which is partnered with PC HIDTA and the region's RISS Project – the Middle Atlantic-Great Lakes Organized Crime Law Enforcement Network.

Target deconfliction is provided around the clock by way of electronic connectivity through the PC HIDTA Information Sharing Network to the Case Explorer system. Upon a subsequent entry with points of data matching an original record, parallel notifications are made to each investigator and their supervisors of a potential investigative overlap.

PC HIDTA and its ISC provide several platforms for information-sharing activities among task forces. In addition to the deconfliction measures, PC HIDTA facilitates identification of emerging drug threats and detection of changes in the drug marketplace through quarterly meetings attended by first-line task force supervisors, analysts, and prosecutors (from PC HIDTA participant agencies as well as non-HIDTA agencies in the region), permitting face-to-face exchange of intelligence.

Investigative information contained in multiple databases maintained by agency participants is shared within the PC HIDTA community and other law enforcement agencies by way of the Digital Information Gateway system.

The HIDTA also acts as an access point for state and local law enforcement to the EPIC NSS, permitting entry to and query of nationwide data on drug and asset seizures to be analyzed to formulate investigative leads.

HIDTA Evaluation

In 2013, PC HIDTA initiatives expected to disrupt and/or dismantle 36 DTOs and MLOs; by the end of the year, 60 were disrupted and/or dismantled, achieving 167 percent of the target level. PC HIDTA initiatives seized illegal drugs with a total estimated wholesale value of \$20.7 million and over \$10.2 million in illicit drug profits. By eliminating these from the inventories and balance sheets of DTOs and MLOs, these accomplishments decrease illicit drug availability while reducing the drug traffickers' profits. Recognizing the value of attacking the proceeds of the drug trade, PC HIDTA initiatives targeted 18 new MLOs in 2013, disrupting or dismantling 8. These efforts resulted in \$1.7 million in illegal cash assets removed from MLOs and concurrently denied the profits to drug traffickers.

PC HIDTA provided event and case/subject deconfliction services to its member agencies and other area law enforcement via its Watch Center and information-sharing network. Over 9,000 events and case elements were submitted for deconfliction in 2013, fostering officer safety and investigative efficiency. Major investigative case support was given to 42 investigations; 852 students received over 5,500 hours of specialized training at no cost.

Puerto Rico and U.S. Virgin Islands HIDTA-- Designated in 1994

Executive Director –Samuel Santana

Purpose and Goals

The Puerto Rico-U.S. Virgin Islands (PR-USVI) HIDTA participating agencies create intelligence-driven task forces composed of Federal, Commonwealth, territorial, and local law enforcement agencies to eliminate or reduce drug trafficking, drug-related money laundering, and associated criminal activities, with a continued focus on violent crime. PR-USVI HIDTA promotes the sharing of accurate intelligence and continues to operate a major intelligence-driven joint investigation system, using the latest technology and with full participation by all Federal, Commonwealth, territorial, and local agencies. The seamless integration of land, sea, and air resources will continue to be dedicated to dismantling and disrupting major DTOs and MLOs operating in the Caribbean Basin. PR-USVI HIDTA's purpose is to provide law enforcement agencies with coordination, equipment, technology, and resources to address drug trafficking and money laundering activities that have detrimental consequences in the U.S. jurisdictions in the Caribbean.

PR-USVI HIDTA's primary goal is to disrupt and dismantle DTOs and their money laundering schemes and reduce the violence associated with these illegal activities. Secondly, and equally important, is to continue supporting all prevention efforts addressed by the Alliance for a Drug Free Puerto Rico.

Strategy

The PR-USVI HIDTA strategy focuses on regional threats and includes prevention as part of its plan to assist in the reduction of illegal activities and violent crimes. The HIDTA, through continued cooperation and effective relationships established with Federal, Commonwealth, territorial, and local agencies, has joint task forces positioned throughout the region to counter drug trafficking and related criminal activity.

Location

The PR-USVI HIDTA region encompasses all of Puerto Rico (including off-island municipalities, Culebra and Vieques) and the U.S. Virgin Islands. The HIDTA's main office is located in San Juan, Puerto Rico, while the office covering the U.S. Virgin Islands is located in St. Thomas.

Initiatives

The 14 initiatives of PR-USVI HIDTA include: management, training, prevention, intelligence, and enforcement (investigative and interdiction) initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	86	\$6.00	44.00	240	391

Threat Assessment

The following threats are the primary focus of the PR-USVI HIDTA-funded initiatives, listed in priority order:

- 1) Violence and violent crimes stemming from DTOs operating in the region, predominantly in the public housing projects;
- 2) Money laundering schemes (including assets) generated by DTOs;
- 3) International DTOs using the region as their transshipment point and as an illegal business hub;
- 4) Prescription drug diversion and abuse; and,
- 5) Drug and firearms smuggling through USPS, private courier services, private and commercial vessels, maritime containers, and airports.

Puerto Rico Police Department statistics indicate that 2013 closed with 883 murders, a decrease when compared with 2012. The U.S. Virgin Islands also experienced a reduction in its homicide rate from 50 in 2012 to 31 in 2013.

Regional DTOs are highly mobile and oftentimes gather their own intelligence and change trends and patterns to avoid law enforcement detection. Cocaine continues to be the primary drug threat in Puerto Rico and the U.S. Virgin Islands. It is readily available in large quantities and widely used throughout the region. Dominican Republic-based and Puerto Rico-based DTOs are the primary wholesale and retail distributors of the drug, which is transported primarily in maritime vessels from Colombia, Venezuela, and the Dominican Republic. The Dominican Republic remains the main Caribbean transit point of South American cocaine, although at lower levels due to a significant disruption of air transportation activity into Hispaniola. However, an increase in suspect activity in the eastern Caribbean corridor has been noted.

Heroin poses a significant threat to Puerto Rico and a lower-level threat to the U.S. Virgin Islands. Heroin use in the U.S. Virgin Islands is relatively low and occurs predominantly on the island of St. Croix.

The abuse and diversion of prescription drugs is showing an increase in Puerto Rico, especially among youth. DEA investigated several diversion schemes involving thousands of prescriptions for controlled substances that were issued by doctors on the island with the aid of fraudulent clinics and patients. The controlled medications are at times sold to users or sold to dealers by individuals who obtained them fraudulently.

In response to this emerging threat, the PR-USVI HIDTA held the Pharmaceutical Drug Summit in December 2013. The event included speakers from DEA, Puerto Rico and U.S. Virgin Islands law enforcement agencies, and local substance control organizations.

Intelligence Initiatives

Sharing of information is a key factor in the success of HIDTA-led investigations. The PR-USVI HIDTA ISC, located in San Juan, has grown to be a center for regional information sharing.

The PR-USVI HIDTA ISC analyzes information and delivers accurate and timely strategic, organizational, and tactical intelligence on cocaine, heroin, and marijuana-related criminal activity within Puerto Rico and the U.S. Virgin Islands. The initiative is designed to improve the functioning of law enforcement initiatives by providing them with critical, relevant, and timely intelligence. The ISC facilitates efficient information sharing on drug trafficking/distribution, money laundering, and illegal firearms used in drug-related crime activities with participating agencies, non-participating agencies, and with the law enforcement community nationwide.

The ISC shares information obtained from the use of many commercial and criminal databases such as: ACS, DRUGX, TECS, Choicepoint, Pen-Link, Regional Organized Crime Information Center, LexisNexis, and others. The ISC provides event and case deconfliction; post-seizure analysis; telephone toll analysis; active pen registers monitoring; intelligence profiles; Title III support; charts, graphs, and trend and pattern analysis; and financial analysis. The ISC provides coordination with EPIC and Joint Interagency Task Force South.

The ISC offers 24/7 coverage via a fully automated Hotline Deconfliction Number.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Air & Marine Interdiction Program (HIDTA)	San Juan, PR
Caribbean Corridor OCDETF Strike Force (HIDTA)	San Juan, PR
Fajardo Major Organization Investigations (HIDTA)	Fajardo, PR
HIDTA Training Initiative (HIDTA)	San Juan, PR
Investigative Support Center (HIDTA)	San Juan, PR
Management & Coordination Support (HIDTA)	San Juan, PR
Money Laundering Initiative (HIDTA)	San Juan, PR
Ponce Major Organization Investigations/Aguadilla Satellite (HIDTA)	Ponce/Aguadilla, PR
Puerto Rico Violent Offenders Task Force (HIDTA)	San Juan, PR
Safe Neighborhoods (HIDTA)	San Juan, PR
San Juan Major Organization Investigations (HIDTA)	San Juan, PR
Tactical Diversion Squad (DEA)	Ponce, PR
Tactical Diversion Squad (DEA)	San Juan, PR
St. Croix Major Organization Investigations/Marine Interdiction (HIDTA)	St. Croix, USVI
St. Thomas Major Organization Investigations (HIDTA)	St. Thomas, USVI

FEDERALLY FUNDED TASK FORCES	LOCATIONS
FBI OCDETF Task Force (FBI)	San Juan, PR
FBI OCDETF Task Force (FBI)	St. Croix, USVI
Safe Streets Gang Task Force (FBI)	San Juan, PR
Safe Streets Gang Task Force (FBI)	Fajardo, PR
Safe Streets Gang Task Force (FBI)	Ponce, PR
Safe Streets Gang Task Force (FBI)	Aguadilla, PR
Safe Streets Gang Task Force (FBI)	St. Thomas, USVI
Alliance for a Drugs Free Puerto Rico (HIDTA)	San Juan, PR

Task Force Coordination

PR-USVI HIDTA plays an important role in coordinating and sharing information with Federal, state, and local law enforcement agencies. There are over 25 law enforcement agencies participating in the PR-USVI HIDTA.

The ISC works with the law enforcement community in efforts to support each other in the intelligence arena. The initiatives share information through the ISC, which provides coverage to all PR-USVI HIDTA initiatives 24 hours a day, 7 days a week. The ISC operates a hotline from which information is shared with all of the initiatives in the PR-USVI HIDTA. The ISC is staffed by intelligence/criminal research specialists/analysts, task force officers, and special agents from: DEA, CBP, ATF, United States Probations Service, Federal Bureau of Prisons, U.S. Marshals, U.S. Border Patrol, State Department, Puerto Rico Special Investigations Bureau, Puerto Rico Department of Corrections and Rehabilitation, Puerto Rico National Guard, Puerto Rico Treasury, U.S. Virgin Islands Police Department, and U.S. Virgin Islands National Guard.

The OCDETF attorneys and PR-USVI HIDTA collaborate on OCDETF and HIDTA strategic plans and threat assessments through the U.S. Attorney's Office for the District of Puerto Rico.

The Caribbean Corridor Strike Force is a major multi-agency investigative and interdiction initiative that has grown to become a key initiative by tackling the Caribbean transit zone. The initiative receives support from Puerto Rico Police Department/Joint Forces of Rapid Action (Fuerzas Unidas de Rápida Acción or FURA), U.S. Coast Guard, and U.S. Customs and Border Protection (CBP);

The prevention aspect of the HIDTA program is covered by one HIDTA funded initiative, the Alliance for a Drug Free Puerto Rico (Alianza para un Puerto Rico Sin Drogas).

HIDTA Evaluation

The main goal of every HIDTA is to disrupt and dismantle DTOs and MLOs. Toward this end, 318 DTOs/MLOs were investigated, and of these, 63 were planned to be dismantled/disrupted in the 2013 Strategy. At year's end, 35 were disrupted and 4.01 dismantled, totaling 75 DTOs/MLOs. Out of this total, 43 were operating locally, 24 internationally, and 8 at the multi-state level. This achievement was a success rate of 121 percent for a total of 75 cases dismantled/disrupted during calendar year 2013.

Rocky Mountain HIDTA – Designated in 1996

Executive Director – Thomas Gorman

Purpose and Goals

The mission of the Rocky Mountain HIDTA (RMHIDTA) is to support the *National Drug Control Strategy* to reduce drug use. Specifically, RMHIDTA seeks to facilitate cooperation and coordination among Federal, state, and local drug enforcement efforts. This mission is accomplished through intelligence-driven, joint multi-agency, co-located drug task force initiatives sharing information and working cooperatively with other drug enforcement initiatives, including interdiction.

Strategy

RMHIDTA has a strong management team that stresses cooperation and collaboration among the initiatives to address current drug threats at Federal, state, and local levels, while impacting the availability and use of all drugs throughout the country.

The Executive Board's ongoing efforts are dedicated to facilitating coordination and cooperation among the 17 Federal agencies and 117 state and local agencies that partner to reduce drug availability by eliminating or disrupting DTOs and improve the efficiency and effectiveness of law enforcement efforts within the RMHIDTA region. The Board's efforts help achieve common goals and respond to current drug threats effectively and efficiently. RMHIDTA initiatives facilitate collaboration, coordination, and information sharing among all task forces and drug units both within and outside the RMHIDTA region.

The RMHIDTA strategy is supported by an extensive training program, an intelligence initiative, aggressive enforcement initiatives, and a criminal interdiction program. Enforcement initiatives focus on targeting and trying to dismantle or disrupt major DTOs. Criminal interdiction initiatives have been established in Colorado, Wyoming, Utah, and Montana to address DTOs that transport illicit drugs into and through the region. A drug prevention initiative has also been added to the RMHIDTA Strategy. Enforcement initiatives coupled with drug prevention give the HIDTA multiple tools to address drug trafficking and use.

Location

RMHIDTA operates out of Denver, Colorado. It encompasses 31 designated counties in 4 states:

- Colorado: Adams, Arapahoe, Boulder, Denver, Douglas, Eagle, El Paso, Garfield, Jefferson, La Plata, Larimer, Mesa, Pueblo, and Weld;
- Montana: Cascade, Flathead, Gallatin, Lewis and Clark, Missoula, and Yellowstone;
- Utah: Davis, Salt Lake, Utah, Washington, and Weber; and
- Wyoming: Albany, Campbell, Laramie, Natrona, Sweetwater, and Uinta.

Initiatives

RMHIDTA has 33 initiatives: 1 management, 1 training, 1 intelligence, 4 interdiction, and 26 investigative initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	110	\$1.75	\$11.00	550	651

Threat Assessment

Methamphetamine distribution and use pose the greatest overall drug threat to the RMHIDTA region, while marijuana is the most widely available and used illicit drug in the region. Mexico-based DTOs are the principal suppliers of wholesale quantities of methamphetamine, marijuana, cocaine, and black tar heroin to the region from locations along the southwestern border, while West Coast-based DTOs supply high-potency marijuana and MDMA to the region from sources in Canada. These DTOs exploit the region's centralized location and extensive transportation infrastructure to distribute wholesale quantities of ice methamphetamine, methamphetamine, cocaine, marijuana, and heroin. The region is transected by interstate highways I-15, I-25, I-70, I-80, I-90, and I-94. These major interstate routes are used by DTOs to transport illicit drugs from California, Arizona, and Texas to markets in Denver, Colorado, and major Midwest cities such as Omaha, Nebraska; Kansas City, Missouri; and Chicago, Illinois. Similar to other areas of the country, prescription drug abuse has increased significantly in the RMHIDTA area, particularly in areas such as Salt Lake City, Utah, and Denver, as illustrated by the number of opioid prescriptions issued and overdose deaths when compared to prior years.

Intelligence Initiatives

The RMHIDTA ISC, funded since 1997, is located in Denver and currently staffed by 12 analysts that support the RMHIDTA initiatives. This includes ancillary analytical support provided from RMHIDTA-funded analysts housed in Salt Lake City (two analysts); Colorado Springs, Colorado (one analyst); and Cheyenne, Wyoming (one analyst). The ISC provides a mechanism for integrating various regional and national based intelligence systems into one centralized resource for investigative inquiries by participating agencies in the RMHIDTA area. The ISC performs tactical case analysis for investigative agencies and develops strategic intelligence to provide timely and accurate information for threat assessments. Regional deconfliction services offered by the ISC address both operational/event deconfliction and open case/subject deconfliction processes. These services are achieved through the mandated use of RISSafe and RISSIntel for all RMHIDTA funded initiatives.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Colorado Criminal Interdiction (HIDTA)	Denver, CO
Colorado Springs Metro Drug Task Force (HIDTA)	Colorado Springs, CO
Front Range Drug Task Force (HIDTA)	Aurora, CO
Fugitive Location and Apprehension Group (HIDTA)	Aurora, CO
Metro Gang Drug Task Force (HIDTA)	Aurora, CO
North Metro Drug Task Force (HIDTA)	Broomfield, CO
Northern Colorado Drug Task Force (HIDTA)	Ft. Collins, CO
OCDETF Strike Force	Denver, CO
Southern Colorado Drug Task Force (HIDTA)	Colorado Springs, CO
Southwest Drug Task Force (HIDTA)	Durango, CO
Tactical Diversion Squad (DEA)	Denver, CO
Two Rivers Drug Enforcement Team (HIDTA)	Glenwood Springs, CO
Weld County Drug Task Force (HIDTA)	Greeley, CO
West Metro Drug Task Force (HIDTA)	Golden, CO
Western Colorado Drug Task Force (HIDTA)	Grand Junction, CO
Southern Colorado Violent Gang Safe Streets Task Force (FBI)	Colorado Springs, CO
Denver Metro Safe Streets Task Force (FBI)	Denver, CO
Big Muddy River (Byrne/JAG)	Wolf Point, MT
Eastern Montana Drug Task Force (HIDTA)	Billings, MT
Missoula County Drug Task Force (HIDTA)	Missoula, MT
Missouri River Drug Task Force (HIDTA)	Bozeman, MT
Montana Criminal Interdiction Program (HIDTA)	Great Falls, MT
Northwest Drug Task Force (HIDTA)	Kalispell, MT
Russell Country Drug Task Force [formerly the Central Montana Drug Task Force] (HIDTA)	Great Falls, MT
Montana Regional Violent Crime Task Force (FBI)	Great Falls, MT
Tri-Agency Drug Task Force (Byrne/JAG)	Havre, MT
Davis Metro Narcotics Strike Force (HIDTA)	Kaysville, UT
Central Utah Narcotic Task Force (Byrne/JAG)	Richfield, UT
Iron/Garfield County Narcotic Task Force (Byrne/JAG)	Cedar City, UT
Salt Lake City Metro Narcotics Task Force (HIDTA)	Salt Lake City, UT
Utah County Major Crimes Task Force (HIDTA)	Orem, UT
Utah Criminal Interdiction Program (HIDTA)	Salt Lake City, UT
Safe Streets Violent Crimes Task Force (FBI)	Salt Lake City, UT
Tactical Diversion Squad (DEA)	Salt Lake City, UT
Washington County Drug Task Force (HIDTA)	St. George, UT
Weber Morgan Narcotics Strike Force (HIDTA)	Ogden, UT
Northern Utah Criminal Apprehension Team (FBI)	Ogden, UT
Wyoming Central Enforcement Team (HIDTA)	Casper, WY

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Wyoming Criminal Interdiction Program (HIDTA)	Cheyenne, WY
Wyoming Northeast Enforcement Team (HIDTA)	Sheridan, WY
Wyoming Southeast Enforcement Team (HIDTA)	Cheyenne, WY
Wyoming Southwest Enforcement Team (HIDTA)	Rock Springs, WY
Mountain Enforcement Team (Byrne/JAG)	Jackson, WY
Northwest Enforcement Team (Byrne/JAG)	Powell, WY

Task Force Coordination

All task force initiatives receiving HIDTA funding are required to use RISSIntel. RMHIDTA task force initiatives are also required to use the RISSafe event deconfliction system. Task forces that are not HIDTA-funded voluntarily use RISSafe and RISSIntel. Deconfliction hits require interagency communication and coordination to prevent investigative overlap.

All drug task forces share information with the RMHIDTA ISC analysts on a regular, informal basis as well as formally through a mandated report and threat assessment survey. The task force teams, particularly those located in the Denver Metropolitan area, often work together on overlapping investigations and/or resource sharing. RMHIDTA coordinates either with the drug investigators association or those responsible for Byrne Justice Assistance Grant funding, and it conducts periodic drug unit commander meetings for all drug units and task forces throughout the HIDTA region, regardless of the funding sources. The purpose of these meetings is to exchange information on drug trafficking threats and address issues of mutual concern.

HIDTA Evaluation

In 2013, RMHIDTA disrupted or dismantled 107 DTOs consisting of 5 international, 51 multi-state, and 51 local organizations. The wholesale value of the drugs removed from the marketplace by the RMHIDTA initiatives was more than \$58.5 million and the cash and assets seized was over \$18.3 million (\$76.9 million total). The 2013 total return on investment for the Rocky Mountain HIDTA was \$8.20. This was below target due to significantly lower marijuana seizures, particularly those associated with outdoor marijuana grows. In 2013, the Rocky Mountain HIDTA dismantled 23 methamphetamine laboratories, one of which had a 9-31 ounce production capacity. This was the seizure of a lab in the 9-31 ounce category since 2009.

South Florida HIDTA– Designated in 1990

Executive Director – Timothy D. Wagner

Purpose and Goals

The mission of the South Florida HIDTA (SFLHIDTA) is to disrupt the market for illegal drugs in the region by assisting Federal, state, local, and tribal law enforcement agencies participating in the HIDTA to dismantle DTOs and MLOs, with particular emphasis on DTOs and systems that have harmful effects on other parts of the United States.

Strategy

SFLHIDTA continues to foster cooperative and effective working relationships among Federal, state, local, and tribal agencies that contribute over 648 full-time personnel, co-located and united to achieve the common goal of disrupting and dismantling DTOs through long-term multiagency investigations and operations. The SFLHIDTA’s strategy consists of 24 initiatives focused on the multiple regional drug threats identified in the SFLHIDTA Threat Assessment. The initiatives are designed to dismantle major DTOs and simultaneously disrupt their flow of drugs and monetary assets. The initiatives are structured to apply the collective expertise of Federal, state, local, and tribal agencies.

The expansion of multi-HIDTA approaches to identifying, disrupting, and dismantling traditional threats and emerging threats, such as the diversion of controlled prescription drugs and indoor marijuana cultivation, is a critical feature of the HIDTA’s short- and long-term strategy. Significant progress has been achieved on these fronts, and SFLHIDTA intends to build on this progress.

Location

SFLHIDTA operates three major task force facilities and several on-site task forces located in Broward, Miami-Dade, Monroe, and Palm Beach counties.

Initiatives

SFLHIDTA sponsors 24 initiatives (comprised of 35 reporting groups): 1 management, 2 support, 1 intelligence, 1 prosecution, and 19 investigation/interdiction initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	103	\$5.00	\$50.00	554	359

Threat Assessment

The SFLHIDTA region is one of the most active drug trafficking and money laundering areas in the United States. It encompasses the contiguous areas of Broward, Miami-Dade, Monroe, and Palm Beach counties and has a diverse population of approximately 5.8 million with ties to Latin America, the Bahamas, and other Caribbean nations. As a gateway to the United States, South Florida offers optimal transportation connections to and from drug source countries and key transit zone locations. The region has an economy that relies strongly on tourism and trade industries that influence the flow of illicit drugs into the United States and support money-laundering activity on a routine basis.

Cocaine dominated South Florida drug trafficking activity in 2013, surpassing all other drug threats, according to the SFLHIDTA 2014 Annual Threat Assessment Survey (Threat Survey) data and SFLHIDTA task force initiative seizure activity. A prior period comparison shows a 29 percent increase in seizure activity reported by SFLHIDTA task force initiatives as well as a 9 percent increase in regional cocaine seizures. An analysis of SFLHIDTA PMP data indicates that out of 337 DTOs and MLOs actively operating in the region during 2013, 75 percent were involved in cocaine trafficking. Cubans emerged as the largest ethnic group involved in cocaine trafficking, followed by Colombians and other Caribbean drug traffickers. Intelligence sources observed an increase of cocaine entering the United States via Caribbean routes to various South Florida ports of entry. All imply that cocaine is readily available throughout the SFLHIDTA region, which supplies local, regional, and national markets. It is expected that cocaine will remain the most significant illicit drug threat for the region.

Marijuana remains a primary threat to the region and is still the most readily available of all illicit drugs. The SFLHIDTA region continues to account for almost one-half of the 571 marijuana grow houses seized within the state of Florida during 2013, with Miami-Dade County leading the state with 180 grow houses seized. Bulk marijuana is also available, as poly-drug transportation groups bring marijuana into South Florida from Caribbean locations via parcel delivery services, go-fast vessels, cargo containers, and other maritime conveyances.

Emerging marijuana threats include the diversion of legal marijuana from Colorado and California via parcel delivery services and private vehicle, and “blasting, a popular method of making hash oil by using butane. Blasting produces a purer form of THC that is virtually odorless and reportedly as potent as the THC derived from smoking two to three marijuana joints.

CPDs are still the number-one cause of drug-related deaths in the South Florida region and remain a significant threat. Law enforcement crackdowns, combined with legislative restrictions and the implementation of the PDMP, are credited for stemming the flow of CPDs to the SFLHIDTA region. Diverted CPDs illegally acquired via street-level distributors, pain clinics, and doctor shopping are expected to continue throughout the near term.

As projected, efforts to control the supply of diverted prescription opioids may have led to an increase in heroin use during 2013. Substance use professionals fear that a rapid rise in heroin use may reach epidemic levels in Miami-Dade County; however, a recent assessment conducted by DEA Miami with state and local law enforcement found that, while purity levels have increased, availability remains unchanged. With fewer diverted prescription opioids available, substance use professionals report that users are turning to heroin as the cheaper opioid.

The emergence of so-called designer drugs such as synthetic cannabinoids and cathinones has created an alternative illicit market. Seizure activity for synthetic cannabinoids decreased between 2012 and 2013, but treatment admissions for both Broward and Miami-Dade Counties increased. As local ordinances suppress retail sales, distributors turn to the Internet to conduct wholesale purchases directly from sources of supply. The high potency of these substances presents life-threatening health risks to users and merits national concern.

Molly trafficking was the most frequently reported trend in the SFLHIDTA region. Distributors tout that capsules are pure MDMA powder, but drug lab tests have confirmed that most submissions are methylene, a type of synthetic cathinone, or bath salt. Because of the life-threatening risks associated with these hallucinogens, this drug threat remains a serious concern to the SFLHIDTA for the near term.

Violent gangs continue to plague the SFLHIDTA community with criminal activity linked to drug trafficking that includes wholesale and retail distribution of illicit drugs and diversion of controlled prescription drugs. Identity theft is increasingly associated with violent gangs as they become more involved in white-collar crimes.

The SFLHIDTA region remains a primary hub for domestic and international money laundering activity, particularly the integration phase where illicit dollars are placed in South Florida businesses under the guise of clean money. A total value of \$52,817,024 in cash and other drug-related assets were seized by SFLHIDTA task force initiatives during 2013, almost double amounts seized in 2012. In addition to bulk cash smuggling activity, DTOs use a spectrum of money laundering schemes to exploit the South Florida trade-based economy. These include the Black Market Peso Exchange, the Black Market Bolivar Exchange, and various invoicing schemes. Electronic forms of currency, such as prepaid access and Bitcoin, continue to pose a money laundering threat due to the level of anonymity associated with them.

Intelligence Initiatives

Strategic analysts from the SFLHIDTA Intelligence Center (SFLHIC) collect current investigative drug case data and related information from regional law enforcement agencies for analysis that is incorporated into the HIDTA’s annual drug threat assessment. This report, along with other intelligence products, is disseminated to the law enforcement community, DEA, and other HIDTAs.

South Florida law enforcement and intelligence resources operate under a mutually agreed-upon Information and Intelligence Sharing Plan developed by the Southeast Region Domestic Security Task Force. This plan is the architecture for a regional “fusion system,” which directs the sharing of information in an organized manner.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Southeast Florida Regional Task Force (HIDTA)	Weston
Broward County Drug Task Force (HIDTA)	Plantation

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Transnational Organized Crime Task Force (HIDTA)	Plantation
Financial Investigation Strike Force (HIDTA)	Plantation
Operation Top Heavy (HIDTA)	Plantation
HIDTA Interdiction Program (HIDTA)	Miramar
Transportation Conspiracy Unit (HIDTA)	Plantation
South Florida Organized Fraud Task Force (HIDTA)	Plantation
Major Case Initiative (HIDTA)	Miami
Cobra 13 FBI Group (HIDTA)	Miami
Gang Strike Force (HIDTA)	Miami
Global Crime Task Force (HIDTA)	Miami
South Florida Money Laundering Strike Force (HIDTA)	Miami
Key West Drug Trafficking Task Force (HIDTA)	Key West
Monroe HIDTA Task Force (HIDTA)	Marathon
Palm Beach County Narcotics Task Force (HIDTA)	West Palm
Street Terror Offender Program (HIDTA)	Miami
Street Gang and Criminal Organization Task Force (HIDTA)	Miami
Violent Crime and Drug Trafficking Organizations (HIDTA)	Miami
USAO HIDTA Prosecution (HIDTA)	Miami

Task Force Coordination

All SFLHIDTA-funded task forces are required to coordinate with the HIDTA ISC regarding information and intelligence sharing, and are mandated to submit case, subject, and event information for deconfliction through the Case Explorer database. Non-HIDTA agencies operating within the region are encouraged to share their information and deconflict case, subject, and event information with the SFLHIC. A total of 70 Federal, state, and local law enforcement agencies deconflict their investigations through the SFLHIC.

Strategic analysts from the SFLHIC collect current investigative drug case data and related information from regional law enforcement agencies for analysis that is incorporated into the HIDTA's annual drug threat assessment. This report, along with other intelligence products, is disseminated to the law enforcement community, DEA, and other HIDTAs.

HIDTA Evaluation

SFLHIDTA achieved its primary performance objectives in 2013. SFLHIDTA dismantled or disrupted 124 DTOs, of which 58 were international and 13 were multi-state in scope. A total of 76 of the cases investigated were designated OCDETF. The SFLHIDTA task forces seized illegal drugs with a total estimated wholesale value of \$635.9 million and \$52.8 million in cash and assets (\$688.7 million total), for a combined ROI of \$55.50. Of note, HIDTA initiatives seized a total of 17,818 kilograms of powder cocaine, the second-highest total of cocaine seizures in the national HIDTA program.

SWB HIDTA – Arizona Region – Designated in 1990

Director – Elizabeth Kempshall

Purpose and Goals

The mission of the SWB HIDTA – Arizona Region (SWB HIDTA/AZ) is to reduce the distribution, manufacture, and cultivation of illicit drugs by disrupting and dismantling large-scale DTOs and MLOs operating in Arizona and other areas of the United States. This is accomplished by supporting and coordinating the drug control efforts of Federal, state, local, and tribal law enforcement entities. Central to this mission is the implementation of innovative intelligence and law enforcement strategies designed to respond to the threats posed by drug trafficking, drug-related crime, and drug use.

Strategy

SWB HIDTA/AZ uses an intelligence-driven, threat-focused strategy to target the most significant DTOs and MLOs affecting Arizona. SWB HIDTA/AZ is organized into four initiative functions: (1) enforcement (interdiction, investigation, fugitive arrests, and prosecution); (2) intelligence (coordination, deconfliction, targeting, investigative case support, and threat assessment); (3) support (training); and (4) management. SWB HIDTA/AZ continues to coordinate and support the efforts of more than 636 sworn law enforcement officials from over 70 Federal, state, local, and tribal agencies.

SWB HIDTA/AZ supports the *National Drug Control Strategy* by disrupting and dismantling DTOs and MLOs, thereby disrupting the flow of illicit drugs to drug markets in Arizona and the United States. Specifically, the SWB HIDTA/AZ:

- 1) Facilitates a coordinated threat-focused, intelligence-led strategy against the most significant DTOs and MLOs affecting Arizona and the United States;
- 2) Collects, analyzes, and disseminates actionable intelligence enabling HIDTA initiatives to identify and investigate current and emerging drug threats; and,
- 3) Enhances tribal, regional, local, and cross-border demand reduction efforts by working with established community coalitions.

Location

The SWB HIDTA/AZ region encompasses nine counties within Arizona: Cochise, La Paz, Maricopa, Mohave, Navajo, Pima, Pinal, Santa Cruz, and Yuma.

Initiatives

SWB HIDTA/AZ consists of 20 initiatives: 1 intelligence/information sharing, 16 investigation and interdiction, 1 training, and 2 support initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	35	\$4.00	\$170.00	280	1,622

Threat Assessment

The SWB HIDTA/AZ region is a major arrival zone for multi-ton quantities of marijuana, methamphetamine, and, to a lesser extent, cocaine and heroin entering the United States from Mexico. Sharing more than 370 miles of border with Mexico, most of which is uninhabited desert and mountains, the southern border of Arizona presents a variety of challenges for law enforcement agencies in their efforts to stem the tide of both illegal drugs and proceeds.

The Sinaloa Cartel presents the primary operational threat to Arizona, possessing vast resources to distribute, transport, and smuggle large amounts of cocaine, marijuana, heroin, and methamphetamine into and through Arizona. The cartel exploits well-established routes into Arizona and perfected smuggling methods to supply drug distribution networks located throughout the United States. The Mexican state of Sonora is home to key drug trafficking plazas controlled by the Sinaloa Cartel. The plazas are used for off-loading, stashing, and staging drugs, money, and weapons. Furthermore, the Sinaloa Cartel's influence in Arizona is growing stronger as the cartel continues to gain control of additional drug trafficking corridors and routes in Sonora, Mexico, and neighboring Baja California, Mexico.

Drug seizures clearly indicate that Arizona is a significant drug trafficking corridor for Mexico-based DTOs. Federal, state, local, and tribal law enforcement in the region proactively target the transportation and distribution cells of these DTOs to disrupt the flow of drugs through and from Arizona, directly affecting drug markets throughout the United States. Drug seizures indicate that Mexico-based traffickers are increasing marijuana, heroin, and methamphetamine smuggling from Mexico into the region. The amount of methamphetamine seized in Arizona has increased 244 percent, from 691 kilograms in 2007 to 2,378 kilograms in 2013. The amount of heroin seized increased 425 percent, from 75 kilograms in 2007 to 394 kilograms in 2013. In 2013, approximately 39 percent of the marijuana seized along the Southwest border was seized in Arizona. Marijuana seizures in Arizona have remained at a very high level, with 665,783 kilograms seized in 2013, compared to 603,222 kilograms in 2007.

Arizona is also a southbound entry point for bulk currency and weapons to Mexico. From 2009 through 2013, over \$161 million in illicit drug profits were seized in Arizona from DTOs. Moreover, over \$22 million were seized at Phoenix International Airport between 2009 and 2013. Arizona is also a major source of weapons traced to crimes committed in Mexico. For example, seizures of weapons at Arizona ports of entry (POEs) by CBP have increased 22 percent, from 9 in 2007 to 11 in 2013. Outbound ammunition seizures at the POEs increased 1,506 percent, from 760 rounds of ammunition in 2007 to 12,208 in 2013.

Intelligence Initiatives

The SWB HIDTA/AZ ISC intelligence unit is structured to support all SWB HIDTA/AZ initiatives and to serve as the drug intelligence hub for not only the SWB HIDTA/AZ initiatives, but for non-HIDTA law enforcement entities in Arizona as well. The ISC consists of representatives from DEA, Arizona Department of Public Safety, ATF, Pima County Sheriff's Department, Tempe Police Department, ICE, CBP, Maricopa County Sheriff's Office, Arizona National Guard, and Tucson Police Department. These partnerships enhance intelligence efforts by promoting intelligence sharing and leveraging intelligence resources targeting the sophisticated DTOs based and operating in Arizona.

The ISC is structured into three primary units: Research, Leads and Targeting; Case Support; and Threat/Production. The functions and focus of each unit are delineated as follows:

- 1) **Research, Leads and Targeting Unit:** The primary purpose of this unit is to research and deconflict information to the fullest extent using all available investigative and analytical tools, and then coordinate the dissemination of analytical findings to the interested law enforcement entity and/or entities. In addition, during the analytical process, investigative leads are produced and methodically disseminated through the ISC Director of Intelligence to the appropriate HIDTA Initiative or law enforcement partner.
- 2) **Case Support Unit:** The primary purpose of this unit is to provide analytical support to investigations. Analytical case support ranges from telephone toll analysis, pen register analysis, Title III analysis, to seizure analysis. In addition, it includes, but is not limited to, identifying overt acts, stash house locations, sources of supply, organizational members and co-conspirators, trafficking routes and methods, and relevant seizure information, all of which are used to identify potential targets and link key events to other investigations.
- 3) **Threat/Production Unit:** The primary purpose of this unit is to maintain a streamlined, consistent approach to strategic collection, analysis, and reporting for the ISC. The Threat/Production Unit is responsible for not only writing and producing all strategic products, but for maintaining a strategic threat assessment picture of the drug situation in Arizona. This unit is also responsible for collecting and evaluating data and information from all possible sources, to include open source information, investigative information, information developed by the ISC, and other HIDTA Initiative elements.

The ISC, as the central processing hub for intelligence to support drug law enforcement programs, is designed to reduce drug trafficking and money laundering affecting Arizona and other areas of the United States.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative Initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Apache County Cooperative Narcotics Team	Apache County
Arizona Warrant Apprehension Network and Tactical Enforcement Detail (HIDTA)	Maricopa, Pima, and Yuma Counties
Border Anti-Narcotics Network (HIDTA)	Pima County (Ajo/West Desert area)
Border Enforcement Security Task Force (DHS)	Maricopa, Pima, and Yuma Counties
Commercial Narcotics Interdiction Task Force	Maricopa County
Counter Narcotics Alliance (HIDTA)	Pima County
Gila County Narcotics, Gang and Violent Crime Enforcement Task Forces	Gila County
Greenlee County Narcotics Task Force	Greenlee County
Investigative Support Center (HIDTA)	Maricopa and Pima Counties
La Paz County Narcotics Task Force (HIDTA)	La Paz County
Maricopa County Drug Suppression Task Force (HIDTA)	Maricopa County
Maricopa County Neighborhood Narcotics Enforcement Team	Maricopa County
Metro Intelligence Support and Technical Investigative Center (HIDTA)	Maricopa County
Violent Street Gang Task Force (FBI)	Maricopa County
Mohave Area General Narcotics Enforcement Team (HIDTA)	Mohave County
Native American Targeted Investigation of Violent Enterprises Task Force (HIDTA)	Pima County
Navajo County Major Crimes Apprehension Team(HIDTA)	Navajo County
Northern Arizona Metro Street Crimes Task Force	Coconino County
Organized Drug Enforcement Strike Force (DEA)	Arizona
Partners Against Narcotics Trafficking	Yavapai County
Pima County HIDTA Investigative Task Force (HIDTA)	Pima County
Pinal County Drug and Gang Enforcement Multi-Agency Task Force	Pinal County
Pinal County HIDTA Task Force (HIDTA)	Pinal County
Santa Cruz County HIDTA Investigative Task Force (HIDTA)	Santa Cruz County
Southeastern Arizona Drug, Gang and Violent Crime Task Force	Graham County
Southeastern Arizona Major Investigative Team (HIDTA)	Cochise County
Southern Arizona Integrity Initiative (<i>corruption</i>) (HIDTA)	Pima County
Tactical Diversion Squad (DEA)	Arizona
Tucson HIDTA Financial Task Force (HIDTA)	Pima County
West Valley Drug Enforcement Task Force (HIDTA)	Maricopa County
Yuma County Prosecutorial Initiative (<i>prosecution</i>) (HIDTA)	Yuma County

Task Force Coordination

SWB HIDTA/AZ provides a forum for sharing important trend information on drug trafficking, money laundering, and drug-related crime in Arizona and along the Arizona/Mexico border. SWB HIDTA/AZ coordinates the sharing of information with other HIDTAs located in the SWB region by hosting intelligence meetings and through the dissemination of information via electronic and hard copy formats at the Federal, state, local, and tribal levels. The ISC, through formalized interagency communication protocols, coordinates investigative activities directly with enforcement and intelligence personnel at Federal, state, local, and tribal law enforcement entities in Arizona. Furthermore, the dissemination of information at the regional and national levels occurs through NSS, EPIC, NVPS, and RISS.

The Coordinated Operational Planning System and Situational Map provides law enforcement agencies with intelligence structured to coordinate domestic highway drug interdiction and enforcement activities. SWB HIDTA/AZ works closely with other HIDTAs and EPIC to ensure that time-sensitive intelligence developed from these operations is disseminated in a timely manner for case development and target identification.

The SWB HIDTA/AZ Director and the ISC Director of Intelligence are members of the Southern Arizona JTTF Executive Committee. This forum allows for collaboration, information sharing, and insight into information reporting requirements in support of the JTTF. In addition, the SWB HIDTA/AZ regularly disseminates time-sensitive intelligence and attends intelligence-sharing meetings with the Arizona Counter Terrorism Information Center, as appropriate. The SWB HIDTA/AZ Director also participates as a member of the Unified Command for the Alliance to Combat Transnational Threats (ACTT), and HIDTA personnel are a critical element in ACTT's coordination efforts.

HIDTA Evaluation

In 2013, SWB HIDTA/AZ dismantled or disrupted 41 DTOs; this exceeded its target of 33. Of the 41 DTOs dismantled or disrupted, 19 were international, 5 multi-state, and 17 local in nature. SWB HIDTA/AZ initiatives seized illegal drugs with a total estimated wholesale value of over \$1.9 billion and \$29.9 million in cash and assets (over \$2 billion total), for a total ROI of \$169.16. Marijuana accounted for 97.4 percent of the drugs seized. The ISC provided analytical support to 74 cases, referred 736 case leads to other HIDTAs or agencies, and processed 978 event and case deconflictions. SWB HIDTA/AZ provided 15,769 hours of training to 1,040 students.

SWB HIDTA - California Region -- Designated in 1990

Director – Kean McAdam

Purpose and Goals

The mission of the SWB HIDTA – California Region (SWB HIDTA/CA) is to measurably reduce drug trafficking, thereby reducing the impact of illicit drugs in the region and in other areas of the country.

Strategy

SWB HIDTA/CA assists in the coordination of joint operational and supporting initiatives to disrupt and dismantle the most significant DTOs and their supporting transportation organizations and MLOs. SWB HIDTA/CA also emphasizes efforts against methamphetamine manufacturing, precursor chemical supply, and use through innovative enforcement operations and demand reduction programs using a multi-agency, joint concept of operations. The SWB HIDTA/CA initiatives continue to foster cooperative and effective working relationships among 700 Federal, state, and local full-time and part-time personnel from 50 agencies, who participate in initiatives to disrupt and dismantle DTOs and reduce the demand for drugs.

Location

SWB HIDTA/CA operates out of San Diego, California. It is made up of two counties: Imperial and San Diego.

Initiatives

In 2014, the Region had 15 initiatives: 1 management and coordination, 3 support, 1 demand reduction, 1 prosecution, 1 intelligence, and 8 investigation/interdiction.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	28	\$1.35	\$135.00	221	102

Threat Assessment

San Diego and Imperial counties are national distribution centers for illicit drugs entering the United States from Mexico and Central and South America, including heroin, cocaine, methamphetamine, and marijuana. In 2013, over 191,000 kilograms of drugs valued at almost \$1.6 billion and proceeds worth over \$29 million were permanently removed from the profit sheets of regional DTOs. As mandated by the National HIDTA Program, SWB HIDTA/CA initiatives focus their efforts on major DTOs and investigated 110 DTOs, resulting in 48 open OCDETF cases. Twenty-four DTOs were linked to CPOTs or RPOTs. In addition, 89 DTOs were international in scope. Investigations indicate that traffickers operating within the region continue

to supply major markets throughout the United States, including Las Vegas, Portland, Atlanta, Boston, Detroit, Miami, New Orleans, New York, Chicago, Tampa, and Charlotte.

Intelligence Initiatives

The San Diego Law Enforcement Coordination Center (SD-LECC) provides coordination and information sharing among Federal, state, and local law enforcement agencies within the two-county region, nationally, and with all other HIDTAs, Fusion Centers, and RISS centers.

SD-LECC functions as the all-crimes ISC and Homeland Security Fusion Center for SWB HIDTA/CA and the principal intelligence coordination center for participating drug and all-crimes law enforcement agencies, prosecutors, and other Federal, state, and local agencies. The primary elements include: 1) a watch center for case deconfliction through the exchange of vital narcotic and criminal intelligence information and the use of maps and a relational database to coordinate and deconflict crucial law enforcement activities; 2) a surveillance/technical equipment pool; 3) investigative support units that provide tactical analytical case support and focus on targeting and strategic planning; 4) a gang team and a border and financial crimes team with analysts and agents who focus on strategic and operational intelligence and tactical case support in their respective crime areas; and 5) an information technology unit that provides support to SWB HIDTA/CA and affiliated initiatives, SD-LECC, and the Imperial Valley Law Enforcement Coordination Center (IV-LECC)—including the development and implementation of IT policy, network planning and implementation, and hardware/software support.

SD-LECC prepares the SWB HIDTA/CA annual threat assessment that is the baseline for area strategies and subsequently for the region's initiatives. The initiatives achieve the desired outcomes of the strategies, which are: improved intelligence support to the region and other HIDTAs, disruption/dismantlement of significant DTOs, fully coordinated counterdrug interdiction operations along the border and with the other Southwest Border HIDTA Regions, and a decrease in drug use. JTTF and the Sheriff's Crime Analyst Unit are also located at the center.

SD-LECC is a complete integration of the ISC and fusion center components under a single command structure, organized only by subject and functional area. The fusion center is designed to be a partnership consisting of Federal, state, and local agencies that act as an information-sharing gateway with the intent to assist law enforcement and other public safety entities to detect, prevent, and solve crimes and potential acts of terrorism, through the production of tactical, operational, and strategic intelligence.

Federal, state, and local agencies contribute intelligence resources at the center partially through personnel detailed to represent these agencies. Participants include the San Diego County Sheriff's Department, the San Diego Police Department, the Chula Vista Police Department, the California National Guard, the California Department of Justice, CBP, FBI, DEA, and HSI

SD-LECC, and Imperial Valley LECC utilize a single shared computer network to enable seamless information sharing among all fusion center participants. The network, called LECCnet, is made up of approximately 300 workstations and is deployed at 5 different HIDTA locations throughout San Diego and Imperial Counties. LECCnet provides access to numerous information resources, several analytical tools, and a central collaborative intranet portal, which includes collaborative workspaces, an intelligence report repository, an enterprise search tool, automatic content based search alerts, and intelligence production management tools. Additionally, eight

different agency networks have been installed at the SD-LECC, further increasing the ability to share, correlate, and analyze intelligence information.

In Imperial County, the Investigative Support Unit is co-located at the IV-LECC along with the Street Interdiction Team, DEA's Major Mexico-based Traffickers Group, the Imperial County Narcotic Task Force, and the HSI BEST teams. The IV-LECC expanded its office space to include room for a U.S. Marshals Service and U.S. Attorney's Office presence in Imperial County, and is hosting office and computer workstations for the Internet Crimes Against Children task force.

All task forces and member agencies use the subject and event deconfliction services provided by the SD-LECC. In 2013, the SD-LECC handled over 149,465 case/subject inquiries. In addition, the SD-LECC handled event deconfliction for 26,267 enforcement actions in San Diego and Imperial counties. The SD-LECC is a node in WSIN (which covers California, Oregon, Washington, Arkansas, and Hawaii). These inquiries and events are electronically shared on a real-time basis with all the participants in the WSIN system and most significantly with ISCs in the western states. Further, the SD-LECC co-locates and combines the SWB HIDTA/CA ISC and the regional fusion center. In this way, the agencies in the region are committed to full intelligence and information sharing.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Imperial Valley Drug Coalition (HIDTA)	Imperial
Marine Task Force (HIDTA)	San Diego
Major Mexican Traffickers Initiative (HIDTA)	San Diego and Imperial
San Diego Narcotics Task Force - (HIDTA)	San Diego
San Diego Violent Crime Task Force (HIDTA)	San Diego and San Marcos
Operation Alliance Joint Task Force (HIDTA)	San Diego
Combined Border Prosecutions Initiative (HIDTA)	San Diego and Imperial
San Diego Prescription Drug Initiative (DEA and HIDTA)	San Diego
San Diego/Imperial Counties Law Enforcement Coordination Center (HIDTA)	San Diego
Regional Computer Forensics Laboratory (FBI and HIDTA)	San Diego
Border Crimes Suppression Team (SWB Recovery Act - DOJ)	San Diego
DHS-ICE Border Enforcement Security Teams (4 total) (DHS and HIDTA)	San Diego and Imperial Counties
DEA Narcotic Task Force (DEA and HIDTA)	San Diego
Cross Border Violence Task Force (HIDTA)	San Diego
Violent Crime Task Force (FBI and HIDTA)	San Diego

FEDERALLY FUNDED TASK FORCES	LOCATIONS
OCDETF Strike Force (FBI)	San Diego
North County Regional Gang Task Force (FBI and HIDTA)	San Marcos
East County Regional Gang Task Force HIDTA)	San Diego

Task Force Coordination

Each agency has its own strategies, requirements, and missions. The SWB HIDTA/CA Executive Committee coordinates the integration and synchronization of efforts to reduce drug trafficking, eliminate unnecessary duplication, and improve the direction, production, and systematic sharing of intelligence.

The Executive Committee provides a coordination umbrella over networked joint task forces, the intelligence center, task forces not funded by the SWB HIDTA/CA, and single agency task forces and narcotics units within the region’s area of responsibility. The Committee is formed of 16 members/officers — 8 Federal and 8 state/local — with the chair and vice-chair rotating between Federal and state/local yearly. The Chair and Vice Chair of the SWB HIDTA/CA Executive Committee are also members of the Southwest Border HIDTA Executive Board.

The SD-LECC Executive Board, co-chaired by Federal and state or local representatives, provides guidance and oversight to the SD-LECC and develops intelligence policies for the approval of the SWB HIDTA/CA’s Executive Committee.

To accomplish its mission, SWB HIDTA/CA coordinates intelligence-driven, joint, multi-agency coordinated initiatives, which are organized into five mutually supporting subsystems. The emphasis is on seamless mutual support between intelligence, interdictors, investigators, and prosecutors, with cross-attachment and co-location of enforcement groups responsible for differing operational methods, target regions, and target levels of investigation. The flow of information, both intelligence and investigative/operational, is critical to a comprehensive success against the widely varying drug threats in the region.

All task forces and member agencies use the subject and event deconfliction services provided by the SD-LECC. Additionally, SWB HIDTA/CA holds quarterly initiative meetings to exchange information and address issues of mutual concern among all the enforcement and support initiatives.

HIDTA Evaluation

In 2013, the SWB HIDTA/CA dismantled or disrupted 35 DTOs, or 184 percent of its stated target of 19 DTOs. Of the 35 DTOs dismantled or disrupted, 28 were international, 1 was multi-state, and 6 were local in nature. SWB HIDTA/CA is a key partner in providing input to the *National Southwest Border Counternarcotics Strategy*.

The SWB HIDTA/CA initiatives seized illegal drugs with a total estimated wholesale value of almost \$1.6 billion and \$29.9 million in cash and other drug-related assets (\$1.6 billion in total) for a total ROI of \$145.53. Marijuana seizures accounted for 98 percent of the drugs seized, cocaine 1 percent, and methamphetamine 1 percent. Seizures also included over \$6.1 million worth of heroin. The ISC provided analytical support to 188 cases, referred 77 leads to other HIDTAs or agencies, and processed 149,465 event and case deconflictions. The SWB HIDTA/CA provided 26,706 hours of training to 6,789 students.

SWB HIDTA -- New Mexico Region -- Designated in 1990

Director – Mark Payne

Purpose and Goals

The mission of the SWB HIDTA – New Mexico Region (SWB HIDTA/NM) is to reduce drug availability by supporting multi-agency drug task forces and facilitating intelligence-driven interdiction and investigation efforts aimed at disrupting or dismantling international and domestic DTOs. This is accomplished through initiatives that enhance and help coordinate drug trafficking control efforts among Federal, state, local, and tribal law enforcement agencies. The mission facilitates a synchronized system involving coordinated intelligence, interdiction, investigation, and prosecution efforts to measurably reduce drug trafficking, thereby reducing the impact of illicit drugs in the state and other areas of the country.

Strategy

The SWB HIDTA/NM's integrated systems approach uses coordination, information sharing, and intelligence to synchronize the efforts of enforcement, prosecution, information sharing, and support initiatives. The number of participating agencies includes 6 tribal, 46 local, 10 state, and 13 Federal law enforcement agencies. There are 19 initiatives that include 16 multi-jurisdictional law enforcement task forces, 8 prosecution sub-initiatives, and 4 support initiatives. The support initiatives include training, IT, prevention, and forensic laboratory support. These initiatives focus on interdiction, investigation, prosecution, intelligence/information sharing, and support. SWB HIDTA/NM initiatives focus efforts to reduce the transshipment/distribution of illicit drugs, including the diversion of controlled prescription drugs, into and through New Mexico and the transshipment of bulk cash and weapons south across the Southwest border. The SWB HIDTA/NM region emphasizes the development of CPOTs, RPOTs, and OCDETF-level cases initiated through interdiction and investigative efforts. Additionally, SWB HIDTA/NM is also focusing on coordinating drug enforcement efforts on Native American lands. Currently, the Indian Country HIDTA Drug Task Force works joint operations with the tribal police departments of Isleta, Pojoaque, and Zuni Pueblos, the Jicarilla Apache and Navajo Nations, and the Mescalero Apache Reservation.

Location

The SWB HIDTA/NM operates out of Las Cruces, New Mexico. It is made up of 16 counties: Bernalillo, Chaves, Doña Ana, Eddy, Grant, Hidalgo, Lea, Lincoln, Luna, Otero, Rio Arriba, Sandoval, Santa Fe, San Juan, Torrance, and Valencia. The SWB HIDTA/NM shares approximately 180 miles of border with Mexico.

Initiatives

The SWB HIDTA/NM is composed of 19 initiatives: 1 management and coordination, 4 support (training, information technology, prevention, and forensic labs), 1 intelligence and information sharing (NM ISC), and 13 enforcement initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	110	\$1.75	\$9.50	428	902

Threat Assessment

Illicit drug smuggling and transshipment are the major drug threats in the state of New Mexico. The quantity of illegal drugs transported through New Mexico far outweighs the consumption rate within the state. However, the distribution and use of methamphetamine pose a serious threat to the SWB HIDTA/NM. The distribution and use of heroin continue to grow and are a serious threat statewide but more prevalent in the northern part of New Mexico. Prescription drug abuse is continuing to emerge as a very serious threat statewide and has a direct connection to the expanding heroin use problem. Additionally, cocaine appears to be more widely available throughout the region

The state's proximity to Mexico, its geography along the sparsely populated 180-mile border, the presence of well-established DTOs with direct ties to Mexico-based cartels, and its transportation infrastructure make it a principal drug smuggling area and transshipment and distribution center for marijuana, cocaine, heroin, methamphetamine, and prescription drugs. Illicit drugs transshipped through the region are destined for several domestic drug markets throughout the country. The state's topography along the shared border with Mexico continues to be one of the most significant factors contributing to the smuggling drug threat in New Mexico. The open border areas between POEs, mostly a mixture of farmlands and mountainous terrain in the "Boot Heel" area of southwest New Mexico, coupled with limited law enforcement presence, easy access to the state's transportation infrastructure, and the lack of radio interoperability between agencies make this area vulnerable for exploitation by DTOs. Criminal groups; street, prison, and outlaw motorcycle gangs; and local independent dealers exacerbate the drug problem in New Mexico.

Intelligence Initiatives

The SWB HIDTA/NM has a full service ISC that supports the entire law enforcement community in their efforts to address and target drug threats in New Mexico. As the intelligence and information-sharing center for the SWB HIDTA/NM, the ISC enhances the ability of HIDTA initiatives to disrupt and dismantle DTOs through deconfliction, analytical services, investigative case support, and information sharing. Additionally, the ISC assists initiatives with intelligence-driven investigations through research, analysis, and coordination of information. The ISC provides tactical and strategic intelligence and investigative case support to HIDTA initiatives and other criminal justice agencies. The ISC's core functions include: event and case/subject/target deconfliction, development of drug threat assessments, development and dissemination of intelligence products, and information sharing. The ISC's analytical services include supporting investigations by providing link, crime pattern, flow, and financial analysis. The ISC operates on a wide area network that includes connectivity to commercial and law enforcement databases for SWB HIDTA/NM. The mission-critical application systems on the ISC network include an event

and target deconfliction system, pen register services, link analysis software, and in house information system utilized in providing strategic services. The network includes connectivity to EPIC’s NSS and AZCOPS. Approximately 70 law enforcement agencies in the New Mexico region participate in the deconfliction system. The ISC provides training as needed, coordinates all intelligence and information sharing matters, and serves as the hub for the sharing and dissemination of information for the SWB HIDTA/NM. The ISC supports major drug investigations, including RPOT/CPOT and OCDETF cases. Additionally, the strategic and tactical units of the ISC provide intelligence support to marijuana eradication efforts in the state. The ISC generates and disseminates intelligence regarding financial crimes and targets via direct access to the FinCEN network and participation in the U.S. Attorney’s Office-sponsored SARs Review Team as well as the Southwest Border Anti-Money Laundering Alliance.

The SWB HIDTA/NM’s ISC is located in Albuquerque, New Mexico, and operates a node in Las Cruces, New Mexico. Both offices are managed by a director who has full responsibility for budgetary, operations, reporting, and personnel matters. The day-to-day tasks of the Las Cruces office are managed by an HSI agent, while the Albuquerque office’s operations are managed by the Albuquerque Police Department. Strategic oversight of the whole ISC is provided by DEA and FBI. These four agencies are the leads for this initiative, which includes participation from other state and local agencies.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the SWB HIDTA/NM region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
FBI Safe Streets (HIDTA)	Albuquerque, and Las Cruces, NM – Statewide
Fugitive/Violent Offender Task Force (HIDTA)	Albuquerque
Indian Country HIDTA Drug Task Force (HIDTA)	Albuquerque
Middle Rio Grande Valley Task Force (HIDTA)	Albuquerque
NM Border Operations Task Force (HIDTA)	Las Cruces
NM DEA HIDTA Task Force (HIDTA)	Albuquerque and Las Cruces – Statewide
NM DPS (HIDTA)	Santa Fe, New Mexico – Statewide
Region II HIDTA Narcotics Task Force (HIDTA)	Farmington
Region III Multi-Jurisdictional Drug Task Force (HIDTA)	Santa Fe
Region VI Drug Task Force – Chaves County (HIDTA)	Chaves County (Roswell)
Region VI Drug Task Force – Lea County (HIDTA)	Lea County (Hobbs)
Region VI Drug Task Force– Lincoln County (HIDTA)	Lincoln County (Ruidoso)
Region VI Drug Task Force – Otero County (HIDTA)	Otero County (Alamogordo)
Region VI Drug Task Force – Pecos Valley (HIDTA)	Carlsbad
Region VII Border Drug Task Force (HIDTA)	Deming
Regional Interagency Drug Task Force (HIDTA)	Las Cruces

FEDERALLY FUNDED TASK FORCES	LOCATIONS
BEST (ICE)	Albuquerque, Las Cruces, and Deming, New Mexico – Statewide
JTTF (FBI)	Albuquerque, New Mexico
NM Gang Task Force (JAG)	Albuquerque, New Mexico – Statewide
OCDETF Strike Force (U.S. Attorney’s Office)	Albuquerque and Las Cruces, NM - Statewide
Southwest Boarder Public Corruption Task Force (FBI)	Las Cruces
Region IV Drug Task Force (JAG)	Las Vegas, New Mexico
Region V Drug Task Force (JAG)	Clovis, New Mexico
Safe Trails (FBI)	Farmington, New Mexico

Task Force Coordination

SWB HIDTA/NM provides a coordination umbrella for Federal, state, local, and tribal drug enforcement agencies and their counterdrug efforts. The Executive Committee, which includes participation from 19 key law enforcement organizations throughout the state, provides leadership and fosters an environment conducive to teamwork and equality among its Federal, state, local, and tribal partners. It also ensures a strategy-driven, systemic approach to synchronizing drug enforcement efforts and leveraging resources, thereby increasing the efficiency and effectiveness of drug control strategies among participating agencies. The co-location of Federal, state, local, and tribal investigators is the key to success in this program. The Executive Committee mandates information sharing by all participating agencies, thereby making collaboration more effective. Frequently, SWB HIDTA/NM cases receive OCDETF designation, which makes additional resources available.

The region mandates its task forces and encourages non-HIDTA law enforcement participants to use event and case/subject deconfliction. This mitigates officer safety issues, minimizes duplication of efforts, and leverages resources. The SWB HIDTA/NM ISC is the coordination hub for deconfliction activities in New Mexico.

The ISC coordinates the sharing of information for all its initiatives. It also shares information with other law enforcement agencies and intelligence centers. The ISC facilitates the sharing of information concerning organizational structures of DTOs, transportation methods, distribution modes of operation, and other related intelligence. Drug task forces, groups, or units not already part of or affiliated with a HIDTA task force coordinate with HIDTA electronically or through daily contact. Non-HIDTA local police and sheriffs’ offices are informed of investigations within their jurisdiction for coordination and deconfliction purposes and, if necessary, for local participation.

SWB HIDTA/NM evaluates its initiatives annually regarding the sharing of information. It conducts annual, onsite reviews and monitors each initiative through the use of the HIDTA PMP system.

HIDTA Evaluation

In 2013, the HIDTA task forces dismantled or disrupted 105 DTOs/MLOs, or 113 percent of its target of 93 DTOs. Of the 105 DTOs dismantled or disrupted, 32 were international, 22 were multi-state, and 51 were local in nature. The SWB HIDTA/NM is a key partner in supporting the *National Southwest Border Counternarcotics Strategy*.

The SWB HIDTA/NM task forces seized illegal drugs with a total estimated wholesale value of over \$72.5 million and \$14.5 million in drug-related cash and assets (\$87.0 million total), for a total ROI of \$10.50. Marijuana seizures accounted for 77 percent of the drugs seized and cocaine for 8.4 percent. The initiatives also seized \$7.4 million in methamphetamine, which accounted for 10.2 percent of the total drugs seized. Reflecting the presence of heroin in the region, \$2.8 million worth of the drug was seized in 2013, which accounted for 3.9 percent of the total drugs seized. The ISC provided analytical support to 366 cases, referred 980 leads to other HIDTAs or agencies, and processed 4,502 event and case deconflictions. The SWB HIDTA/NM provided 16,006 hours of training to 1,117 students.

SWB HIDTA -- South Texas Region -- Designated in 1990

Director – Antonio Garcia

Purpose and Goals

The mission of the SWB HIDTA – South Texas Region (SWB HIDTA/STX) is to reduce drug availability by creating intelligence-driven multi-agency drug task forces aimed at eliminating or reducing domestic drug trafficking and its harmful consequences through enhancing coordination of illicit drug trafficking control efforts among Federal, state, local, and tribal law enforcement agencies.

Strategy

Federal, state, and local law enforcement agencies combine their efforts with multi-jurisdictional co-located/co-mingled drug task forces and intelligence initiatives. These intelligence-driven drug task forces pursue coordinated efforts to reduce the smuggling, transshipment, and distribution of drugs into and through the state of Texas. In focusing on the disruption and dismantlement of DTOs, in accordance with the *National Southwest Border Counternarcotics Strategy*, SWB HIDTA/STX employs intelligence-driven investigations and interdiction activities targeted at drug transshipments, including extensive systematic follow-up investigations involving intelligence analysis and sharing of information, and an aggressive prosecution structure. SWB HIDTA/STX initiatives are organized seamlessly into four types:

- 1) Enforcement (interdiction, investigation, and prosecution);
- 2) Intelligence and information sharing;
- 3) Support; and
- 4) Management and coordination.

Through an intensive initiative and task force review and inspection process, along with statistical information gathered through the HIDTA PMP system, the Executive Committee holds initiatives accountable for their productivity.

Location

SWB HIDTA/STX is made up of 15 counties: Bexar, Cameron, Dimmit, Hidalgo, Jim Hogg, Kinney, La Salle, Maverick, Starr, Travis, Val Verde, Webb, Willacy, Zapata, and Zavala. The management and coordination initiative's office is located in San Antonio, Texas.

Initiatives

SWB HIDTA/STX has 24 initiatives: 1 management, 1 training/IT, 5 intelligence, and 17 investigation/interdiction initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2013	144	\$6.00	\$36.00	323	603

Threat Assessment

SWB HIDTA/STX is a principal high-transit smuggling corridor for illicit drugs and undocumented individuals along the Southwest border. The region continues to be a major transshipment corridor for marijuana, cocaine, heroin, methamphetamine, and other illegal narcotics. The region consists of 15 counties, with 13 situated along the Southwest border. These counties represent 50 percent of the Texas-Mexico border. Seventeen of the 25 ports of entry along the Texas-Mexico border are within the SWB HIDTA/STX. POEs, coupled with the region’s interstate highways, make the region one of the most strategically important drug smuggling corridors in use by both domestic and Mexico-based DTOs. Despite the low population in some areas, the region greatly influences drug trafficking and availability at the national level. Gang activity associated with the Gulf Cartel, Zetas, and other DTOs and cartels continues to be a threat in the area.

Intelligence Initiatives

SWB HIDTA/STX does not routinely or directly participate with either the Southern or Western Judicial Districts JTTF. However, the Region’s ISC provides support as requested by the JTTF on a case-by-case or event-to-event basis. SWB HIDTA/STX participates with the Texas Division of Emergency Management, Texas Border Support Operations Center, and the Texas Fusion Center in the sharing of pertinent information. The Region is an integral participant in the Customs and Border Protection South Texas Campaign in collaboration on investigations and sharing of information.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces and intelligence/investigative support centers operating in the SWB HIDTA/STX region.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Brownsville HIDTA Task Force	Brownsville
Amistad Intelligence Center (HIDTA)	Del Rio
Austin Area HIDTA Task Force	Austin
Eagle Pass HIDTA Task Force	Eagle Pass
Hidalgo County DA HIDTA Task Force	Edinburg
Laredo Police Department HIDTA Task Force	Laredo
Laredo DEA HIDTA Task Force	Laredo

FEDERALLY FUNDED TASK FORCES	LOCATIONS
McAllen Intelligence Center (HIDTA)	McAllen
Drug Related Public Corruption HIDTA Task Force	McAllen
McAllen DEA HIDTA Task Force	McAllen
McAllen HSI HIDTA Task Force	McAllen
McAllen DPS HIDTA Task Force	McAllen
San Antonio DEA Task Force (HIDTA)	San Antonio
San Antonio HSI HIDTA Task Force	San Antonio
San Antonio DPS HIDTA Task Force	San Antonio
San Antonio Police Department HIDTA Task Force	San Antonio
Del Rio HIDTA Task Force	Del Rio
South Texas HIDTA Intelligence Center	San Antonio
Laredo Intelligence Support Center (HIDTA)	Laredo
Starr County HIDTA Task Force	Rio Grande City
Unified Narcotics Intelligence Task Force (HIDTA)	Brownsville
White Sands HIDTA Task Force	Brownsville
OCDETF Strike Force (DOJ)	Laredo, McAllen, and San Antonio
DEA Funded Task Forces (DEA)	San Antonio, Bexar County
Tactical Diversion Squad (DEA)	Austin
BEST Task Forces, Immigration and Custom Enforcement (DHS)	Laredo, Webb County; Harlingen, Cameron County
Joint Terrorism Task Force (FBI)	San Antonio, Bexar County; McAllen, Hidalgo County; Brownsville, Cameron County; Laredo, Webb County
Safe Streets Task Force (FBI)	San Antonio, Bexar County; McAllen, Hidalgo County; Brownsville, Cameron County; Laredo, Webb County

Task Force Coordination

Regularly scheduled Intelligence and Information Sharing Conferences are held across the SWB HIDTA/STX. Regular attendees include representatives from the Texoma HIDTA, Houston HIDTA, and other Southwest Border HIDTA Regions, as well as DEA’s EPIC. Many of the attendees are from agencies including the Texas National Guard and military personnel from the Department of Defense’s Joint Task Force North. Personnel from Federal agencies participate in the SWB HIDTA/STX-sponsored information sharing conferences as well.

From these conferences, numerous agencies acquire new knowledge and information on the SWB HIDTA/STX Investigative Support and Deconfliction Center and their capabilities. The Deconfliction Center provides deconfliction services to law enforcement agencies in 64 counties

in south Texas. One hundred Federal, state, and local agencies receive deconfliction support through the SWB HIDTA/STX ISC. All task force personnel are mandated by the Executive Committee and their respective agency heads to participate in the deconfliction process, resulting in enhanced officer safety and the coordination of investigations.

SWB HIDTA/STX continues to use information-sharing meetings to bring together personnel from those HIDTAs that are directly affected by drug trafficking activity originating in the South Texas area. These two-way exchanges of information have identified significant links between ongoing investigations in different jurisdictions. The sharing of ongoing investigative information promotes the dismantlement of DTO cells at their importation, transportation, and distribution sites. This has a stronger effect on the dismantling/disruption of the organizations.

HIDTA Evaluation

In 2013, SWB HIDTA/STX dismantled or disrupted 181 DTOs; this was 139 percent of its target of 130 DTOs. Of the 181 DTOs dismantled or disrupted, 109 were international, 12 were multi-state, and 60 were local in nature. The SWB HIDTA/STX is a key partner to ONDCP in supporting the *National Southwest Border Counternarcotics Strategy*.

The HIDTA task forces seized illegal drugs with a total estimated wholesale value of over \$330.4 million and \$79.6 million in drug-related cash and assets (\$410.1 million total), for a total ROI of \$46.06. Marijuana seizures accounted for 72 percent of the drugs seized, cocaine 18 percent, and methamphetamine 7.5 percent. Over \$10.0 million worth of heroin was also seized in 2013. The HIDTA's ISC provided analytical support to 616 cases and processed 20,430 event and case deconflictions. HIDTA initiatives were responsible for 8,401 lead referrals, and the HIDTA Training Initiative provided 23,768 hours of instruction to 2,091 students.

SWB HIDTA -- West Texas Region -- Designated in 1990

Director – Travis Kuykendall

Purpose and Goals

The mission of the SWB HIDTA – West Texas Region (SWB HIDTA/WTX) is to dismantle the DTOs operating in the Region and to help stem the flow of illegal drugs into the United States through cooperative efforts in intelligence, investigation, interdiction, forfeiture, and prosecution initiatives.

Strategy

SWB HIDTA/WTX continues to foster cooperative and effective working relationships among 1 U.S. Attorney’s Office, 10 Federal agencies, 7 state agencies, and 19 local agencies to achieve the common goals of disrupting and dismantling DTOs, and securing the SWB HIDTA/WTX 12-county area of the Southwest border by preventing multi-ton quantities of illicit drugs from reaching their intended market.

Location

SWB HIDTA/WTX operates out of El Paso, Texas. The Region shares 520 miles of border with Mexico. It is made up of 12 counties: Brewster, Crockett, Culberson, Ector, El Paso, Hudspeth, Jeff Davis, Midland, Pecos, Presidio, Reeves, and Terrell.

Initiatives

SWB HIDTA/WTX has 15 initiatives: 1 each for management and coordination, training, prevention, prosecution, and intelligence, and 10 investigation/interdiction initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	37	\$2.00	\$10.00	603	325

Threat Assessment

SWB HIDTA/WTX region continues to be a major smuggling and transshipment area, supplying illicit drugs of all kinds to most of the major cities in the U.S. Mexico-based DTOs are the primary organizational threat to the region. They maintain sophisticated command-and-control centers in Mexico, where they exert nearly total control over all drug smuggling operations in the region. The control of drug trafficking in the El Paso, Texas/Juarez, Mexico plaza remains primarily dominated and contested by two major organizations: the Sinaloa Cartel and the Juarez Cartel. Multiple Mexico-based drug trafficking cartels have been battling for control of the region, leading to extreme levels of violence in the Mexican border state of Chihuahua (which includes Ciudad Juarez). None of these organizations has been able to establish dominance. Seizures of heroin, cocaine, and methamphetamine are now higher than in 2008. That year preceded the

significant violence in Mexico, which had an effect of reducing drug importation in this area for three years. Seizure levels still indicate the West Texas corridor is a major source for all illicit drugs trafficked throughout the United States. In 2009, approximately 2,284 murders in Juarez, Mexico, were attributed to the drug violence that has gripped the city. Although there has been a downward trend over the past 3 years, there are still pockets of contention that fuel the violence in Juarez.

Intelligence Initiatives

The intelligence subsystem is created to provide a seamless regional intelligence support system for the narcotics operational initiatives and units. It is a multi-agency system designed to provide timely actionable information to the agent/officer. Deconfliction services provided by the ISC will improve officer safety issues and maximize the efficient use of resources.

The Intelligence Subsystem functions in the following manner. The ISC is the hub of the SWB HIDTA/WTX region and is located on the first floor of the El Paso Federal Criminal Justice Building. The West Texas ISC sponsors yearly marketing presentations (on services provided by the Intelligence Initiative), which are presented to all law enforcement personnel in the region. Limited intelligence support is provided in the Big Bend as well as the Permian Basin areas of the West Texas region through connectivity with existing agency and task force intelligence resources. The ISC partners with the Joint Operation Intelligence Center, the El Paso Fusion Center, the Alliance to Combat Transnational Threats Center, EPIC, the Texas Fusion Center and all area Federal, state, and local intelligence units in West Texas to coordinate intelligence streams and products to better support the region’s operational customers.

The ISC provides database query, deconfliction, pointer index services, and a full range of tactical and strategic analytical support and reports. It provides translation/transcription services for all of SWB HIDTA/WTX initiatives. The ISC produces an annual threat assessment and other strategic intelligence products as necessary. The production of the threat assessment is coordinated with all law enforcement agencies in the region and EPIC. The ISC develops intelligence-driven cases to provide to the operational units. The ISC is also the hub of communications between all of the agencies/initiatives, the West Texas Region administrative center and the other SWB HIDTA Regions through the development and operation of a secure Intranet/e-mail system. Through 11 information networks, the ISC has the direct search capability in 53 database systems. Access to all applicable Federal, state, local and commercial databases has been achieved, this includes the RISSNET. FBI, DEA, Texas DPS, the El Paso County Sheriff’s Office, and the El Paso Police Department have all assigned personnel to the ISC on a full-time basis. Since 2012, HSI has provided a full-time analyst co-located in the ISC. The TOAG, CBP El Paso Sector and Big Bend Sector have all assigned part-time personnel to the ISC.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Alpine Multi-Agency Task Force (HIDTA)	Alpine
Border Corruption Task Force (HIDTA)	El Paso

FEDERALLY FUNDED TASK FORCES	LOCATIONS
El Paso Multi-Agency Task Force (HIDTA)	El Paso
Enterprise Money Laundering Initiative (HIDTA)	El Paso
Operation Lone Star (HIDTA)	Marfa
Permian Basin Multi-Agency Task Force (HIDTA)	Midland
Source City Metro Narcotics Task Force (HIDTA)	El Paso
Transportation Task Force (HIDTA)	El Paso
West Texas Anti-Smuggling Initiative (HIDTA)	El Paso
West Texas Fugitive/Violent Offender Task Force (HIDTA)	El Paso
Tactical Diversion Squad (DEA)	El Paso
El Paso Strike Force (OCDETF)	El Paso
BEST (ICE)	El Paso

Task Force Coordination

SWB HIDTA/WTX coordinates drug task forces through event and case deconfliction services. All drug task forces receiving HIDTA funds are mandated to use the SWB HIDTA/WTX’s RISSafe event and subject deconfliction services. All agencies receiving HIDTA funds are mandated to use RISSafe as well. Additionally, other task forces in the region, whether Federally funded or not, use RISSafe to enhance officer safety and event deconfliction.

The SWB HIDTA/WTX ISC is the hub for all drug intelligence and investigation information in the SWB HIDTA/WTX area of responsibility. All agencies and task forces, whether HIDTA-funded or not, share drug trafficking intelligence and case information through the ISC. All information is available through the ISC to any law enforcement agency. All agencies in the SWB HIDTA/WTX, and many agencies outside of the region’s area of responsibility, participate in the services of the ISC. This participation ensures the full sharing of information to all law enforcement agencies in the region.

The SWB HIDTA/WTX has taken a leadership role to facilitate the coordination of operations and the management of information and intelligence in the region. All joint operations, task forces, and intelligence units, whether Federally funded or not, are involved in these processes. The ISC is a member of, and is co-mingled with, the JTTF in El Paso, TX, and coordinates activities with Homeland Security’s Unified Command structure.

HIDTA Evaluation

In 2013, the HIDTA dismantled or disrupted 55 DTOs, or 125 percent of its target of 44. Of the 55 DTOs dismantled or disrupted, 18 were international, 10 multi-state, and 27 were local in nature. The SWB HIDTA/WTX is a key partner in supporting the *National Southwest Border Counternarcotics Strategy*. The SWB HIDTA/WTX task forces seized illegal drugs with a total estimated wholesale value of \$161.2 million and nearly \$6.7 million in drug-related cash and assets (\$167.9 million total), for a total ROI of \$20.81. Marijuana seizures accounted for 82 percent of the drugs seized, with cocaine accounting for 5.5 percent. The HIDTA’s analysts provided analytical support to 566 cases, referred 315 leads to other HIDTAs or agencies, and processed 15,422 event and case deconflictions. The SWB HIDTA/WTX provided 19,418 hours of training to 963 students.

Texoma HIDTA – Designated in 1998

Executive Director – Lance Sumpter

Purpose and Goals

The mission of the Texoma HIDTA is to coordinate Federal, state, and local law enforcement resources to reduce the availability of illicit drugs and related violence by:

- 1) Effectively using intelligence to detect, disrupt, and dismantle DTOs and MLOs; and
- 2) Supporting effective demand reduction strategies and programs.

The vision of the Texoma HIDTA is to support the *National Drug Control Strategy* by ridding communities in the Texoma HIDTA region of the dangers of illicit drugs.

Strategy

The Texoma HIDTA Executive Board oversees the HIDTA Director, who implements the HIDTA strategy in cooperation with the Texoma HIDTA staff, participating Federal, state, and local officers, and support personnel. The Board extends its oversight by governing four subcommittees: Intelligence, Budget, DHE, and Initiative Review. The Executive Board evaluates the initiatives through the Initiative Review Subcommittee. This Subcommittee ensures that the initiatives adhere to ONDCP and Texoma HIDTA goals. The Executive Board also determines if new initiatives should be implemented to address identified emerging drug threats.

Texoma HIDTA initiatives are designed and implemented to identify, investigate, and dismantle or disrupt the area's most dangerous DTOs and MLOs. Each investigative initiative is anchored by a Federal agency and addresses a primary aspect of the HIDTA strategy. Five initiatives focus on large-scale DTOs operating in their respective geographical areas. Two initiatives were formed to address narcotics organizations that use violence as a means to advance their drug trafficking activities. An initiative in central Oklahoma was established to reduce violent crime in that region. A commercial smuggling initiative focuses on international DTOs, and two money laundering initiatives, a new one in Oklahoma and an existing one in the Dallas area, address MLOs operating in the region. The DHE Initiative supports the National DHE program and coordinates area activities. Additionally, the Texoma HIDTA collaborates with drug demand reduction programs within the region to provide added value with a law enforcement perspective and expanded information sharing.

The Texoma HIDTA Intelligence Subcommittee reviews the HIDTA intelligence plan and collaborates with the regional intelligence community to ensure that the HIDTA intelligence initiative stays in the forefront on intelligence developments. This subcommittee is composed of members of the HIDTA Executive Board. However, representatives from the North Central Texas Fusion Center and the Metro Operations Support Analysis and Intelligence Center are included in the subcommittee to increase collaboration and engagement with the state fusion centers.

Location

The Texoma HIDTA's main office is located in Irving, Texas. The Texoma HIDTA encompasses 23 counties in 2 states:

- Texas: Collin, Dallas, Denton, Ellis, Henderson, Hood, Hunt, Johnson, Kaufman, Lubbock, Navarro, Parker, Potter, Randall, Rockwall, Smith, and Tarrant (included within the designation are the cities of Dallas and Fort Worth); and
- Oklahoma: Cleveland, Comanche, Muskogee, Oklahoma, Sequoyah, and Tulsa counties.

Initiatives

The Texoma HIDTA has 17 initiatives: 1 management, 1 support, 1 training, 2 intelligence, and 12 investigation/interdiction initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	33	\$10.54	\$56.52	104	150

Threat Assessment

The drug and drug trafficking threats to the Texoma HIDTA region remain stable compared to 2011 and 2012. This finding is based on law enforcement intelligence, information, and data indicating a lack of new developments or significant trends relating to regional drug availability, drug pricing, drug treatment needs, drug-related violence and terrorism, and trafficking/money laundering methods. The most notable threat-related reports include the continued use of the Texoma HIDTA region as a significant transshipment hub for drugs heading north and bulk currency heading south; the continued threat of Los Zetas, La Familia Michoacana, the Juarez Cartel, and the Sinaloa Cartel to the region; continuing domestic marijuana production (hydroponically, indoor, and outdoor); the increasing organization of firearms straw purchasing; and the breakdown of racial boundaries in drug distribution. Methamphetamine, marijuana, and heroin are reported as the most significant drug threats in the region. Mexican/Hispanic DTOs and Caucasian DTOs are reported as the most significant trafficking threats in the region.

Outlook

No significant changes in the regional drug and drug-trafficking threat landscape are expected in the near term. The DEA Dallas Division office has stated anticipating higher-than-previously-reported levels of MDMA in the region the past two years, although other law enforcement entities in the area report availability as stable during this same timeframe. Intelligence trends, patterns, and records show that the use of the Texoma HIDTA region as a significant distribution and transshipment hub has been consistent for years, and no significant changes are expected in the near future. Regional marijuana production is expected to rise, particularly outdoor grows, based on demand for the higher potency product yielded by domestic cultivation and competitive pricing of the U.S. product when compared to the lower potency marijuana of Mexican origin.

Intelligence Initiatives

The Texoma HIDTA Regional Intelligence Support Center (RISC) is a co-located, multi-agency initiative that provides full intelligence analysis and support to the Texoma HIDTA investigative initiatives from case targeting through prosecution. RISC, operational since 1998, is located in Irving, Texas, and co-managed by DEA and the Dallas Police Department. The RISC and the Oklahoma Intelligence Center (OIC) are linked electronically.

Intelligence sharing and deconfliction support services are provided by RISC and OIC. The Texoma HIDTA RISC and OIC provide deconfliction services to the initiatives and law enforcement agencies within their respective states. The deconfliction system is an automated system that improves the safety of enforcement operations and the efficiency of investigations. Without exception, deconfliction is viewed as a critical officer safety tool that sets the HIDTA program apart from any other task-force program. RISC collects and analyzes information from all Texoma HIDTA task forces, as well as from other participating task forces and agencies, and provides event and subject deconfliction services, multi-source name checks, investigative case support, toll analysis, charting and graphic work, and post-seizure and trend/predictive analysis. The RISC also provides continual evaluation of drug threats to the region to identify changes in smuggling patterns and trends. This support helps regional initiatives identify, investigate, and dismantle or disrupt the area's most dangerous and prolific DTOs, drug dealers, MLOs, weapons traffickers, and violent criminals. The Watch Center is staffed by officers from Fort Worth Police Department, Tarrant County Sheriff's Office, Texas National Guard, Dallas Police Department, and two HIDTA analysts. After-hour and weekend Watch Center requests are automatically routed to the Irving Police Department for processing.

The OIC provides intelligence support to the Texoma HIDTA enforcement initiatives in Oklahoma and deconfliction services to all law enforcement agencies in Oklahoma. The OIC is manned by intelligence analysts from the Oklahoma Bureau of Narcotics (OBN). These analysts collect and disseminate intelligence with regard to the identification and investigation of DTOs and MLOs in Oklahoma. By improving the exchange of intelligence and information through more efficient coordination and communications, RISC improves the abilities of Federal, state, and local law enforcement agencies to identify, arrest, and prosecute key members of DTOs and MLOs. Trend and predictive analysis developed by RISC assists the Texoma HIDTA Executive Board in using its limited resources more efficiently.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Central Oklahoma Task Force (HIDTA)	Oklahoma City, OK
Central Oklahoma Metro Fugitive Task Force (HIDTA)	Oklahoma City, OK
Oklahoma Money Laundering Initiative (HIDTA)	Oklahoma City, OK
Tulsa Regional Drug Task Force (HIDTA)	Oklahoma City, OK
Commercial Smuggling Initiative (HIDTA)	Irving, TX
Eastern Drug Initiative (HIDTA)	Irving, TX
East Texas Violent Crime Initiative (HIDTA)	Irving, TX

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Northern Drug Initiative (HIDTA)	Irving, TX
Texoma DHE Initiative (HIDTA)	Irving, TX
Southern Money Laundering Initiative (HIDTA)	Irving, TX
Violent Crime Initiative (HIDTA)	Irving, TX
Western Drug Initiative (HIDTA)	Irving, TX
Tulsa County Sheriff's Office	Tulsa County, OK
Tulsa Metro Gang Task Force (FBI)	Tulsa County, OK
District 27 Drug Task Force	Sequoyah County, OK
District 5 Drug Task Force	Comanche County, OK
Tactical Diversion Squad (DEA)	Dallas, TX
DEA Dallas Division Task Forces (DEA)	Dallas, TX
Violent Crime, Major Offenders & Gang Task Force (FBI)	Dallas, TX
DEA Dallas Division Task Forces (DEA)	Fort Worth, TX
Tarrant County Safe Streets Task Force (FBI)	Fort Worth, TX
DEA Dallas Division Task Forces (DEA)	Tyler, TX
DEA Dallas Division Task Forces (DEA)	Lubbock, TX
DEA Dallas Division Task Forces (DEA)	Oklahoma City, OK
FBI, Southwest Border Task Force (FBI)	Frisco, TX

Task Force Coordination

The Texoma HIDTA facilitates cooperation and joint efforts among 70 Federal, state, and local law enforcement agencies. It plays a leading role in coordinating the activities of multiple interagency task forces, drug units, and investigative support initiatives, including information sharing, training, and, more importantly, their deconfliction efforts through the Texoma HIDTA RISC and OIC. Currently no other regional intelligence center or fusion center in the Texoma HIDTA region provides deconfliction for officer safety and investigative efficiency. In 2013, the Texoma HIDTA continued its trend of deconflicting more events and cases than the previous year. Current users of deconfliction services include all HIDTA initiatives, member agencies, and non-HIDTA participating agencies. Texoma HIDTA also provides numerous free training courses that are attended by officers in the area and out-of-state to encourage intelligence sharing. Efforts are being made to increase collaboration with local and state fusion/intelligence centers.

The Texoma HIDTA Executive Board requires all regional HIDTA task forces to use Case Explorer, as well as NVPS, for target deconfliction activities. The Texoma HIDTA encourages all other enforcement task forces, whether Federally funded or not, to use Case Explorer for deconfliction purposes.

In north Texas and Oklahoma, all drug task forces coordinate and share information with the the Texoma HIDTA RISC, OIC, and other Federal, state, and local agencies. Intelligence analysts from participating Federal, state, and local agencies also share information through intelligence meetings hosted by their agencies, Texoma HIDTA, or through informal networking.

HIDTA Evaluation

The Texoma HIDTA continues to increase its involvement in high-level investigations, deconfliction services, intelligence support, training of law enforcement, participation in drug prevention efforts, and overall service to the community and to foster cooperative relationships and the consolidation of limited resources, enabling agencies in the region to continue conducting meaningful and successful drug trafficking investigations.

During 2013, the Texoma HIDTA's actions resulted in the disruption or dismantlement of 34 DTOs and MLOs, of which 20 were international and 8 were multi-state in scope. One of the best ways to have a significant impact on a DTO is to remove its profits. During program year 2013, drugs with a total estimated wholesale value of \$72.8 million were removed from the Texoma HIDTA marketplace, and \$89.4 million in drug-related assets were seized, including \$86.7 million in cash. This means \$162.2 million in revenues were denied to these DTOs, representing a sizeable reduction in illicit drug availability. Texoma HIDTA initiatives achieved a combined ROI of \$54.08 for the year.

The Texoma HIDTA's robust DHE program, with its numerous partners, was responsible for a significant portion of the drugs and assets seized, causing disruption of DTOs operating beyond the Texoma HIDTA's area of responsibility.

Washington/Baltimore HIDTA – Designated in 1994

Executive Director – Thomas Carr

Purpose and Goals

The mission of the Washington/Baltimore (W/B) HIDTA is to improve interagency collaboration; promote the sharing of accurate and timely information and intelligence; and provide specialized training and other resources to participating law enforcement, treatment, prevention, and criminal justice agencies. This enhances their ability to provide superior services and meet their performance targets. Through its state-of-the-art ISC, its highly trained and skilled professional staff use the HIDTA PMP to improve the efficiency and effectiveness of W/B HIDTA initiatives throughout the region and, when practical, in other areas of the country. The aim of the W/B HIDTA initiatives is to disrupt and dismantle DTOs and money laundering operations, prosecute traffickers, and seize their drugs and profits.

Strategy

W/B HIDTA will continue to foster cooperation and effective working relationships with the 97 participating Federal, state, and local law enforcement agencies. Information and intelligence sharing are becoming a routine practice due to the efforts of participating agencies. The implementation of the Gang Intelligence System (used to track criminal gangs) and the use of Case Explorer (W/B HIDTA's case management system) will continue to facilitate information and intelligence sharing. These systems will aid the HIDTA's intelligence-driven initiatives to dismantle and disrupt DTOs, while treatment and prevention initiatives will continue to reduce the demand for drugs in the region.

Location

W/B HIDTA operates out of Greenbelt, Maryland. The 17 counties and 12 independent cities that compose the HIDTA region include:

- District of Columbia;
- Maryland: Anne Arundel, Baltimore, Cecil, Charles, Frederick, Harford, Howard, Montgomery, Prince George's, Wicomico, (City of Baltimore);
- Virginia: Arlington, Chesterfield, Fairfax, Loudoun, Hanover, Henrico, Prince George, Prince William, Roanoke, and the Cities of Alexandria, Chesapeake, Hampton, Newport News, Norfolk, Petersburg, Portsmouth, Richmond, Roanoke and Virginia Beach; and
- West Virginia: Berkley.

Initiatives

W/B HIDTA has 52 initiatives: 1 management, 1 resource, 1 network support, 1 training, 1 intelligence, 3 prevention, 10 treatment, 3 prosecution, and 31 investigative initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Investigations Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	158	\$4.00	\$5.00	264	335

Threat Assessment

The primary drug threats to the W/B HIDTA region are crack cocaine, heroin, powder cocaine, marijuana, PCP, and pharmaceutical diversion and abuse. Methamphetamine is readily available in the region; however, the level of production in the HIDTA region has never been significant. Historically, the W/B HIDTA region has been a consumer market; drugs entering the area are first shipped to another area and then repackaged and brought to the W/B HIDTA area. Methamphetamine is usually obtained from contacts on the West Coast, primarily California, Oregon, and Arizona. Mexican traffickers also transport methamphetamine from Mexico to locations in the Southeast United States and from there into the W/B HIDTA region. Besides the continuing threats posed by the drug trafficking and money laundering organizations and the ready availability of illegal drugs, criminal street gangs also pose a significant threat. Throughout the W/B HIDTA region, membership in criminal street gangs has been increasing, and the violence associated with these gangs and their role in the illegal drug trafficking pose a serious threat.

Intelligence Initiatives

Almost all Federally funded drug enforcement task forces in the HIDTA region that specifically target illegal drugs are funded by the HIDTA program. W/B HIDTA has taken a leadership role in ensuring coordination and cooperation, as well as information sharing, among all task forces and drug units operating throughout the region. Intelligence products are routinely distributed to all task forces and drug units through the W/B HIDTA ISC. W/B HIDTA is electronically linked to the Maryland Coordination and Analysis Center (MCAC), which is focused on the terrorist threat to the region. Any information related to the terrorist threat is immediately forwarded electronically to the MCAC or to the fusion centers in Virginia and Washington, DC. MCAC forwards drug-related information to the ISC. W/B HIDTA signed an agreement and is now a member of the OCDETF Fusion Center. This agreement enhances the ability to share information for use in disrupting and dismantling DTOs and/or money laundering organizations in the region and across the Nation.

All task forces and agencies are eligible to use the W/B HIDTA event and case deconfliction services. Those task forces receiving HIDTA funding are mandated to use W/B HIDTA's Case Explorer software for case and event deconfliction. The FBI, DEA, ATF, and HSI have mandated the use of Case Explorer for event deconfliction for all their enforcement components.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
Baltimore DEA Heroin Initiative (HIDTA)	Baltimore, MD
Baltimore Seaport Initiative (HIDTA)	Baltimore, MD
Baltimore Special Investigation Group (HIDTA)	Baltimore, MD
Capital Area Regional Fugitive Task Force (HIDTA)	Greenbelt, MD
Cecil County Drug Initiative (HIDTA)	North East, MD
Cross Border Task Force (FBI)	Cheverly, MD
DEA Cross Border Initiative (HIDTA)	Washington, DC
Drug Money Laundering Initiative (HIDTA)	Baltimore, MD
Delivery Systems Parcel Interdiction Initiative (HIDTA)	Baltimore, MD
Harford County Drug Initiative (HIDTA)	Bel Air, MD
Major Drug Traffickers Initiative (HIDTA)	Baltimore, MD
Major Offenders Initiative (HIDTA)	Washington, DC
FBI/Metro Police Department Safe Streets Gang Task Force (FBI)	Washington, DC
Frederick County Drug Initiative (HIDTA)	Frederick, MD
Mass Transportation Initiative (HIDTA)	Baltimore, MD
Northern Virginia Drug Initiative (HIDTA)	Annandale, VA
Northern Virginia Drug Money Laundering Initiative (HIDTA)	Annandale, VA
Northern Virginia Gang Initiative (HIDTA)	Manassas, VA
Northern Virginia Mass Transportation Initiative (HIDTA)	Washington, DC
Northern Virginia Regional Drug Initiative (HIDTA)	Annandale, VA
Northern Virginia SAR (Financial) Initiative (HIDTA)	Annandale, VA
Prince George's Safe Streets Initiative (HIDTA)	Beltsville, MD
Metropolitan Area Drug Task Force (HIDTA)	Beltsville, MD
Richmond Metropolitan Drug Initiative (HIDTA)	Richmond, VA
Richmond Area Violent Enterprise Task Force (FBI)	Richmond, VA
Roanoke Valley Regional Drug Initiative (HIDTA)	Roanoke, VA
Southern Maryland Drug Initiative (HIDTA)	Greenbelt, MD
Southern Maryland Interdiction Initiative (HIDTA)	Landover, MD
Southern Maryland Major Conspiracy Initiative (HIDTA)	Greenbelt, MD
Strategic Task Force of Narcotics and Guns Initiative (HIDTA)	Washington, DC
Tactical Diversion Squad (DEA)	Washington, DC
Tactical Diversion Squad (DEA)	Baltimore, MD
Violent Crime Safe Street Initiative (HIDTA)	Baltimore, MD
Violent Traffickers Initiative (HIDTA)	Baltimore, MD
Washington Area Gang Initiative (HIDTA)	Washington, DC
Weapons Enforcement Initiative (HIDTA)	Baltimore, MD
Wicomico County Drug Initiative (HIDTA)	Salisbury, MD

Task Force Coordination

Almost all Federally funded drug enforcement task forces in the W/B HIDTA region that specifically target illegal drugs are funded by the HIDTA program. W/B HIDTA has taken a leadership role in ensuring coordination and cooperation, as well as information sharing, among all task forces and drug units operating throughout the HIDTA region. Intelligence products are routinely distributed to all task forces and drug units through the W/B HIDTA ISC. W/B HIDTA is electronically linked to the MCAC, which is focused on the terrorist threat to the region. Any information related to the terrorist threat is immediately forwarded electronically to the MCAC or to the fusion centers in Virginia and Washington, DC. MCAC forwards drug-related information to the ISC. The W/B HIDTA also signed an agreement to become a member of the OCDETF Fusion Center. This agreement enhances the ability to share information for use in disrupting and dismantling DTOs and/or money laundering organizations in the region and across the Nation.

All task forces and agencies are eligible to use the HIDTA event and case deconfliction services. Those receiving HIDTA funding are mandated to use W/B HIDTA's Case Explorer software for case and event deconfliction.

On behalf of those HIDTAs using Case Explorer for event deconfliction, W/B HIDTA signed an agreement with the RISS Program that allows Case Explorer and RISSafe to deconflict events entered into either system. W/B HIDTA is working with DEA to interface SAFETNet, thereby creating a seamless event deconfliction system nationwide.

All drug task forces are eligible to share information through W/B HIDTA ISC. Agencies within the HIDTA region are formally solicited annually to provide information about the drug threat to the region in the HIDTA's Threat Assessment Survey. Additionally, W/B HIDTA's Gang Intelligence System is available to all agencies in Maryland, the District of Columbia, and Virginia. This system allows participating agencies to share gang data.

HIDTA Evaluation

The Washington/Baltimore HIDTA is meeting its annual performance goals. In 2013, the HIDTA met its annual performance target by dismantling or disrupting 135 DTOs and MLOs. More than 73 percent of the DTOs and MLOs disrupted or dismantled in 2013 were part of an international or multi-state operation, and 21 percent were part of an OCDETF designated investigation. Seizures of drugs and cash and other drug-related assets in 2013 resulted in an ROI of \$9.02 for W/B HIDTA. Cash seizures in 2013 totaled more than \$36.4 million, and the combined value of illegal drugs, cash, and other assets seized was over \$88.4 million. In addition, the HIDTA provided training to 1,238 Federal, state, and local participants and analytical support to 255 investigations.

Wisconsin HIDTA – Designated in 1998

Acting Director – Mark Mathy

Purpose and Goals

The mission of the Wisconsin HIDTA is to substantially reduce drug-related activity through enhanced intelligence processes and coordinated law enforcement, prosecution, and demand reduction efforts. The goals are to reduce drug availability by disrupting and dismantling DTOs, diminish the harmful consequences of drug trafficking, and improve the efficiency and effectiveness of the region's law enforcement organizations.

Strategy

The Wisconsin HIDTA's strategy is to continue working to foster cooperative and effective relationships among the 25 Federal, state, and local participating member agencies to achieve the common goals of disrupting and dismantling DTOs and reducing the demand for drugs. Through Wisconsin HIDTA's enforcement initiatives, working within the seven member counties, investigative emphasis is placed on the targeting of DTOs that pose the most significant threats, primarily those with ties to the Southwest and Northern borders (multi-state and international in scope). In addition, particular emphasis is placed on violent DTOs and drug traffickers that pose significant risk to the community, especially those engaged in violent criminal acts, firearm offenses, or those that traffic significant supplies of heroin to the region. In line with the HIDTA goals, the initiatives work cooperatively and share information with other HIDTAs and law enforcement agencies throughout the country to further enhance effective investigations. As described below, and in assessing the threats that face the Wisconsin HIDTA region, the Executive Board directs and adjusts its strategy to reduce the most significant threats and create safer communities.

The Wisconsin HIDTA strategy also recognizes the need for strong demand reduction efforts in the community. The Safe & Sound prevention initiative is an integral part of the Wisconsin HIDTA's prevention strategy. The mission is to reduce violent crime through targeted law enforcement, community-building, and proactive engagement of youth in activities that increase pro-social skills and behaviors, and to teach resistance to drug, gang, gun, and other criminal activities.

Location

The Wisconsin HIDTA co-locates within its facility several enforcement initiatives, an intelligence initiative, and prevention initiatives in Milwaukee, Wisconsin. Several other enforcement initiatives operate within the other counties that are HIDTA-designated, including Waukesha, Kenosha, Racine, Rock, Dane, and Brown counties.

Initiatives

The Wisconsin HIDTA has 13 initiatives: 1 management, 1 training, 1 information technology support, 1 prevention, 1 prosecution, 1 intelligence, and 7 investigation/interdiction initiatives.

Short-Term Objectives

YEAR	DTOs Expected to be Disrupted/ Dismantled	Target Return on Investment: Assets	Target Return on Investment: Drugs	Number of Cases Expected to be Provided Analytical Support	Number of Initiative Leads Expected to be Referred
2014	59	\$1.76	\$3.17	1,061	947

Threat Assessment

Wisconsin, specifically the metropolitan areas of Milwaukee and Madison, are prone to serving as a midpoint and a destination area for drug trafficking operations. These metropolitan areas are positioned along the I-90/I-94 corridor and are in close proximity to the major drug markets of Minneapolis and Chicago. Because of these factors, the Wisconsin HIDTA region is vulnerable to DTOs that establish their presence for drug trafficking activities.

Heroin presents the greatest threat to the Wisconsin HIDTA seven-county region. Overdose deaths and other harmful effects resulting from the use of heroin continue to pose significant problems for the community. Closely associated with the heroin threat is the abuse of prescription medications, especially opioids such as OxyContin. Reports from law enforcement officials and substance use treatment providers clearly demonstrate a strong correlation between pharmaceutical abuse and heroin use.

Marijuana continues to remain the most commonly used illicit drug in the Wisconsin HIDTA region. The demand for higher potency marijuana products has increased significantly over the past couple of years and continues to present a serious issue within the region. Much of this demand is met by source suppliers and DTOs from the West Coast and Pacific Northwest. In addition, outdoor local growing operations from around the state and elaborate indoor hydroponic sites are increasingly being encountered by law enforcement. An additional concern related to the distribution of high grade marijuana is the increase of violent criminal activity and use of firearms by traffickers and users. Much of the violence can be traced to the large profits that are associated with the distribution of this drug.

Cocaine powder and crack cocaine continue to have a presence in the Wisconsin HIDTA region, and a slight increase in the threat has been observed in 2014. An increase in cocaine-related overdose deaths has occurred within the past year, and law enforcement continues to report that violent criminal activities are often tied to cocaine distribution.

Intelligence Initiatives

The Wisconsin HIDTA ISC provides a full range of analytical products and expertise to assist and support law enforcement investigations. The ISC employs a group of specially trained criminal intelligence analysts that includes civilian employees, Wisconsin National Guard analysts, and an analyst from the DEA. The ISC maintains a Watch Center that assists law enforcement with specific requests for information and facilitates event and target de-confliction for law enforcement via the Case Explorer system. In addition, the ISC shares information within the intelligence environment, including the Wisconsin State Information Center in Madison, the Southeast Terrorism Alert Center in Milwaukee, and the FBI JTTF also in Milwaukee, as appropriate.

The ISC supports complex counter-drug investigations by utilizing expertise in areas of communications analysis and database research to provide investigative leads for investigators. New in 2014 and continuing into 2015 is the extensive analysis of heroin-related overdose deaths in the region and assistance for investigators to identify priority targets.

Task Forces Operating in the HIDTA Region

The table below highlights the Federally funded drug enforcement task forces operating in the Wisconsin HIDTA region. Multiple HIDTA task forces may make up an overarching HIDTA enforcement or investigative initiative.

FEDERALLY FUNDED TASK FORCES	LOCATIONS
DEA Task Force for Southern WI (DEA)	Southeastern Wisconsin
Northeastern Drug Task Force (HIDTA) Includes Brown County MEG	Brown County
South Central Drug Task Force (HIDTA) Includes Dane County MEG	Rock and Dane Counties
Southeastern Drug Task Force (HIDTA) - Includes MEG Units from Waukesha, Racine, Kenosha	Waukesha, Racine and Kenosha Counties
Greater Racine Gang Task Force (FBI)	Kenosha County
Gang-Rock County Safe Streets Task Force (FBI)	Madison County
Drug Gang Task Force (HIDTA)	Wisconsin/HIDTA Region
Milwaukee Metropolitan Enforcement Group (MMEG) co-located at HIDTA	Milwaukee County
Heroin Initiative (HIDTA)	Wisconsin/HIDTA Region
Interdiction Initiative (HIDTA)	Wisconsin/HIDTA Region
Fugitive Task Force (HIDTA)	Throughout Southeast WI

Task Force Coordination

Four Wisconsin HIDTA investigative/enforcement initiatives are co-located in the HIDTA facility in Milwaukee. In addition to these initiatives, the Milwaukee Metropolitan Enforcement Group is co-located with the HIDTA but operates under its own Executive Board policies and is responsible for small to mid-level drug investigations in Milwaukee County. Three additional investigative/enforcement initiatives are based within the northeast, south central, and southeast regions of Wisconsin.

Each of the enforcement initiatives is dedicated to its described mission not only with respect to the regional areas of responsibility, but also to the particular threats the initiative targets. For instance, as a response to the ever-increasing threat caused by heroin and prescription opioids in the region, the Heroin Initiative was created and approved by the Executive Board early in 2012. Likewise, all enforcement initiatives listed above look to reduce the threats of violence, drug trafficking, and drug use within the HIDTA region.

The Wisconsin HIDTA Executive Board is composed of representatives of all 25 member agencies and is committed to an impact-driven strategy. This strategy emphasizes full cooperation and information sharing efforts, which ultimately lead to well-coordinated and efficient operations. To further this mission, an Operations Coordinator appointed by the Executive Board is

responsible for coordinating the investigations within the HIDTA to ensure maximum use of limited resources. Regular information-sharing meetings are held with supervisors of all enforcement initiatives to further the HIDTA mission.

Coordination of all investigative information is accomplished through the HIDTA ISC and through the use of a common automated case management system (Automated Criminal Investigation Secure System or ACISS) operated by the state of Wisconsin Department of Justice, Division of Criminal Investigation. Criminal Intelligence Analysts from the HIDTA regularly meet with each of the task forces to gather and share information.

HIDTA Evaluation

The Wisconsin HIDTA's area of responsibility focuses on seven counties in Wisconsin. In 2013, the Wisconsin HIDTA disrupted or dismantled 50 DTOs consisting of 5 international, 22 multi-state, and 23 local in scope. The wholesale value of the drugs removed from the marketplace by the HIDTA initiatives was over \$9.5 million, and the cash and assets seized was valued at over \$5.4 million. The 2013 ROI for the Wisconsin HIDTA was \$3.45 which was consistent with the 2013 target. The Safe and Sound Prevention initiative continues to make a difference in assisting after-school programs, enabling law enforcement initiatives to address drug use through a multi-pronged strategy.

National HIDTA Assistance Center

Director – William Martin

Purpose and Goals

The National HIDTA Assistance Center (NHAC) addresses the need to continuously improve the efficiency and effectiveness of all the designated HIDTAs. NHAC provides this support through seven distinct initiatives: the Management and Coordination Unit, the Training Unit, the Media and Technology Unit, the Financial Assistance Unit, the DHE Initiative, NMI, and NMPI.

Strategy

NHAC's mission and vision are defined by our key stakeholders, ONDCP, and the 28 regional HIDTA programs. NHAC provides consistent and essential services which meet the needs of the HIDTA program. The core services include: tracking of all grant activity for ONDCP, developing and delivering HIDTA-specific training, and organizing national conferences and meetings, as well as serving as facilitator for three national emerging threat initiatives, including NMI, NMPI and DHE. Through these services, NHAC supports the strategies of all HIDTA regions as they respond to the unique threats facing their respective areas of operation.

Administrative Support Program and Coordination of National Programs

NHAC, located in Miami, Florida, provides critical contracted financial services that assist ONDCP in the administration of the HIDTA program, including a desk audit of each request for reimbursement submitted by the regional HIDTAs. The center also hosts the HIDTA Financial Management System, a database used for budgeting and grant administration for all state and local awards. NHAC provides HIDTA-related training to the entire program and technology support through its HIDTA Resource Management System, a national HIDTA library and collaboration work space. Three of the NHAC's initiatives directly focus on emerging drug threats through the coordination of the HIDTA program's NMI, NMPI, and DHE.

Evaluation

NHAC is meeting its performance objectives. All requests for reimbursement and advances were reviewed within established time parameters. NHAC's portfolio was expanded to include oversight of two additional national initiatives: NMI and NMPI. This move combines all three national initiatives under one roof to improve oversight and the ability to orient them to respond to emergent national threats and support the *National Drug Control Strategy*.

HIDTA Program Highlights

Intelligence and Information Sharing

The sharing of intelligence and information is essential to coordinated and effective operations; thus, each HIDTA has at least one ISC designed to develop intelligence, share information, and provide deconfliction and technical support to enforcement initiatives. ISCs are managed and staffed by representatives of participating agencies with direct on-site access to their agencies' information databases.

In 2013, HIDTAs budgeted a total of \$45.5 million for intelligence and information sharing to support 59 operational intelligence- and information-sharing initiatives (32 primary ISCs and 27 ancillary information sharing initiatives). Each ISC capitalizes on the combined resources of the Federal, state, local, and tribal law enforcement communities associated with its HIDTA.

Using both formal and informal methods of coordination among drug enforcement task forces, the HIDTAs act as neutral centers to manage, deconflict, analyze, and report on drug enforcement activities in their respective regions.

In 2013, HIDTA ISCs processed a total of 254,303 event deconfliction¹⁹ requests submitted by law enforcement agencies. More than 1.2 million case/subject/target deconfliction²⁰ requests were processed, and 58,849 investigative leads were referred to other HIDTA ISCs and law enforcement agencies. A total of 27,575 cases were provided analytical support by the HIDTA program. ISCs distributed 369 intelligence products (threat assessments and information bulletins) to other law enforcement agencies.

Training

To support the HIDTA program's goal of improving the efficiency and effectiveness of HIDTA initiatives, Executive Boards allocate significant amounts of funding to training and related activities that contribute to accomplishing this goal, which, in turn, enhances the ability of participating agencies to disrupt and dismantle DTOs. HIDTAs regularly make training available to area drug unit personnel, to include non-HIDTA participating agencies. The training improves investigative capability and promotes communication, cooperation, and a strong cohesion among investigators who train together.

In 2013, 741,188 training hours were provided to 68,414 students across the 28 HIDTAs. Results of 6-month follow-up surveys indicate that 97 percent of respondents found that the course improved their knowledge, skills, and abilities, and 90 percent have applied course material since completing the training.

¹⁹ Event deconfliction is the process of determining whether multiple law enforcement agencies are conducting an enforcement action (e.g., a raid, undercover operation, surveillance, or other high-risk activity) in close proximity to one another during a specified time period. When certain elements are matched, it is referred to as a positive hit. The process includes notifying each agency of the conflict.

²⁰ Case/subject/target deconfliction is the process of determining when multiple law enforcement agencies are investigating the same person, place, or thing. Elements of an investigation are compared and the number of matches is reported as a positive hit to verify the deconfliction. The deconfliction process includes notifying each agency of the potential conflict.

National Methamphetamine and Pharmaceuticals Initiative (NMPI)

In 2013, NMPI continued to sponsor and manage meetings bringing together Federal, state, local, and tribal law enforcement, and international partners, such as Mexico and Canada. The purpose of these meetings was to create a uniform strategy aimed at restricting the availability of essential chemicals and other raw materials and equipment used in the clandestine manufacture of methamphetamine, and disrupting DTOs involved in the distribution of methamphetamine or the diversion of prescription drugs. These meetings also helped to promote the sharing of information and best practices among law enforcement (at all levels), prosecutors, and the various intelligence agencies.

Additionally, NMPI continued to monitor programs that impact the diversion of pharmaceutical products and, working with state and local leaders, continued to explore policy, regulatory, and enforcement options to reduce domestic methamphetamine production in support of the Strategy.

National Marijuana Initiative (NMI)

In 2013, NMI continued to support the *Strategy*, in particular the effort led by the Public Lands Drug Control Committee to eliminate marijuana production on our public lands. NMI supported Operation Safe Counties, a joint effort led by the Central Valley California HIDTA, DEA, and the Office of the U.S. Attorney for the Eastern District of California. The operation concentrated marijuana eradication and investigative efforts in three California counties (Humboldt, Shasta, and Trinity) to deter, disrupt, and dismantle trafficking organizations running large-scale marijuana grows on public and private lands.

National Southwest Border Counternarcotics Strategy

The HIDTA program continued to support the *National Southwest Border Counternarcotics Strategy (SWB CN Strategy)*. In particular, SWB HIDTA played an important role in the implementation of the *SWB CN Strategy*. SWB HIDTA multi-agency task forces operating along the border work to address the strategic objectives outlined in the *SWB CN Strategy*. Improved and enhanced cooperation, communications, and coordination are an integral part of the SWB HIDTA as it assists in the implementation of the *SWB CN Strategy*, and all five Regions of the SWB HIDTA have access to secure communication through the Secret Internet Protocol Router Network within their ISCs or through a participating Federal agency.

In 2013, SWB HIDTA initiatives, all 5 Regions combined, dismantled or disrupted 417 DTOs and MLOs, of which 61 percent were determined to be part of international or multi-state operations and 22 percent were part of OCDETF-designated investigations. Seizures of drugs and cash and other drug-related assets in 2013 resulted in a total return on investment of \$88.95 for each HIDTA dollar invested in SWB HIDTA initiatives other than prevention initiatives. Cash seizures in 2013 totaled more than \$85.7 million and the combined value of illegal drugs, cash, and other assets exceeded \$4.2 billion. In addition, SWB HIDTA provided training to 12,050 Federal, state, and local participants and analytical support to 1,810 investigations.

National Northern Border Counternarcotics Strategy

The Obama Administration's inaugural *National Northern Border Counternarcotics Strategy (NNB CN Strategy)*, published in 2012, provided a blueprint for preventing the illegal

trafficking of drugs across the U.S.–Canada border. The *NNB CN Strategy* further outlined the complexity of transnational criminal organizations operating on both sides of the U.S.–Canada border exploiting the international boundary to smuggle proceeds from illegal drugs sold in the United States and Canada and transport drugs such as marijuana, MDMA, methamphetamine, and cocaine between the two countries.

The 2014 *NNB CN Strategy*, released in August 2014, provides an overview of current counternarcotics efforts and identifies strategic objectives and specific actions that support the goal to substantially reduce the flow of illicit drugs and drug proceeds along the Nation’s Northern border. The 2014 *NNB CN Strategy* also incorporates some significant changes and additions, such as the inclusion of sections addressing drug trafficking in the Bakken oil field region and the emerging threat posed by synthetic drugs; enhancements to the financial investigations section, including the addition of three new action items focusing on partnering with the private sector, targeting virtual currency and electronic payment devices, and targeting trade-based money laundering schemes; the addition of two new action items focused on eliminating public corruption; and significant enhancements to the section detailing our cooperative efforts with Canadian counterparts.

Prevention Efforts

ONDCP and HIDTA seek a balanced and comprehensive approach to effectively solving drug-related threats. This balanced approach entails implementing problem-oriented policing strategies as well as actively promoting and participating in regional drug prevention programs. In 2013, there were 20 regional HIDTA programs supporting prevention initiatives across the country, including all 5 SWB HIDTA regions.

Tribal Affairs Initiatives

Drug trafficking is a significant problem in Indian Country, and ONDCP has made it a priority to collaborate with tribal leadership and enhance law enforcement and prevention responses. HIDTAs are uniquely positioned to work with local and tribal communities to promote and participate in community-based drug prevention programs. Currently, seven HIDTA programs are collaborating in enforcement operations and training with Tribal Nations located in the states of Arizona, Nevada, New Mexico, New York, Oklahoma, Oregon, and Washington.

Created in the summer of 2013 as a new initiative of the SWB HIDTA/AZ, the Native American Targeted Investigation of Violent Enterprises (NATIVE) Task Force is now a fully funded operation in the SWB HIDTA/AZ. NATIVE is a cooperative Federal and Tribal task force operating under a force multiplier concept to combat smuggling operations of individuals and organizations throughout the Tohono O’odham Nation. NATIVE includes law enforcement personnel from the Tohono O’odham Police Department, HSI, and the Bureau of Indian Affairs Drug Enforcement Division.

National Prescription Drug Take-Back Events

The safe, environmentally sound disposal of prescription drugs is one of the four pillars outlined in the 2011 *Prescription Drug Abuse Prevention Plan* to reduce prescription drug misuse and is critical to curbing the national opioid epidemic. In 2013, law enforcement agencies throughout the Nation collected 371 tons of prescription medications on April 27 and

324 tons on Oct 26, for a total of 695 tons. Take-Back Days provided a safe and convenient method to properly dispose of unwanted or expired medications.

On October 9, 2014, DEA implemented regulations to allow authorized manufacturers, distributors, reverse distributors, narcotic treatment programs, hospitals/clinics with an on-site pharmacy, and retail pharmacies to collect pharmaceutical controlled substances from ultimate users by voluntarily administering mail-back programs and maintaining collection receptacles. In addition, the regulations allow authorized hospitals/clinics and retail pharmacies to voluntarily maintain collection receptacles at long-term care facilities.

HIDTAs across the country assisted with National Prescription Drug Take-Back Days sponsored by the DEA and plan to work with regions to support the new regulations.

Discretionary Funding

In 2013, ONDCP allocated over \$2.9 million in discretionary funding to projects designed to further support the *National Drug Control Strategy*, including:

- 1) Strengthening the HIDTA program infrastructure, including the development of a database to track Rx robberies and burglaries in New York and New Jersey; the redesign of the PMP system and the development of related training; and the support of national coordinators for domestic highway enforcement and the National Methamphetamine and Pharmaceuticals Initiative;
- 2) Addressing emergent drug threats, including the Rx-to-heroin uptick in Appalachia; synthetic drugs in Florida; the diversion of controlled prescription drugs in multiple HIDTAs; drug-related violent crime in the USVI, and drug trafficking on Native American lands;
- 3) Advancing *Strategy* priorities, including law enforcement prevention initiatives and the investigation and related intelligence sharing of marijuana trafficking and production on public lands; and
- 4) New county and emergent threat initiatives to support the designation of new HIDTA counties and initiatives that address emergent threats.

Program Oversight

To ensure that the National HIDTA program addresses the goals and objectives of the *National Drug Control Strategy* in an effective, efficient, and fiscally responsible manner and to provide appropriate oversight to the HIDTAs, a HIDTA Program Review Process has been established. The process entails:

- 1) Fiscal audits of HIDTA grantees performed by a certified public accounting (CPA) firm;
- 2) Performance-related audits conducted by an independent performance auditor; and
- 3) Programmatic on-site reviews led by ONDCP analysts.

The process detailed below contributes to the overall success of the HIDTA program by facilitating effective management of the individual HIDTAs and enhancing their contributions to the *National Drug Control Strategy*.

Grantee Financial Audits

ONDCP contracts with a CPA firm to conduct financial audits of HIDTA grantees. Having an independent CPA firm conduct these audits ensures that a HIDTA grantee's financial information is presented in an unbiased manner, its internal controls are adequate, and it complies with laws and regulations in terms of grant usage.

Financial audits prove to be incredibly beneficial for improving HIDTA operations and overall financial management. Audits allow for a comprehensive review that can strengthen internal controls over HIDTA funds and can identify effective strategies to reduce costs. In 2013, audits were conducted of seven grantees for the following HIDTAs: Hawaii, Houston, Michigan, Northwest, SWB-New Mexico, and Wisconsin. Recommendations and findings determined through the audits were addressed by the grantees and the HIDTAs and corrective action was instituted.

Performance Related Audits

In order to ensure the accuracy and validity of performance reports submitted each year by the HIDTAs, ONDCP commissions an independent performance auditor to review the data input by HIDTAs in the PMP database and the information reported in the HIDTA's two most recent regional reports. Each year, performance audit results are assembled to determine the general effectiveness of the HIDTA program.²¹

During 2013, performance audits were conducted on the following HIDTAs: Atlanta-Carolinas, Chicago, Hawaii, Nevada, Puerto Rico/U.S. Virgin Islands, SWB-California (San Diego), and SWB-West Texas.

ONDCP reviews these audit reports and ensures that findings are addressed and required corrective actions are implemented.

Program Review Process

Each year, ONDCP undertakes programmatic on-site reviews of several HIDTAs. Each on-site review is carried out by an inter-agency team led by an ONDCP analyst. The review process is designed to provide the National HIDTA Program Office with comprehensive awareness of the management, operation, and performance of the HIDTAs and assurance HIDTA management adheres to ONDCP guidelines and the HIDTA funding is invested in effective and efficient activities that directly support the *National Drug Control Strategy*.

These reviews also allow ONDCP analysts to follow-up on the performance-related audits to ensure issues identified by these audits are resolved.

Through this process, the National HIDTA Program Office can support HIDTA management by providing appropriate feedback guidance during and after the on-site review and by early detection of problems with assistance in their resolution. Lessons learned through these reviews can be shared with other HIDTAs for the benefit of the entire program.

In 2013, ONDCP analysts led on-site reviews at the following HIDTAs: Atlanta-Carolinas, Central Valley California, Nevada, Northern California, SWB-West Texas.

²¹ All HIDTAs are audited at least once during a 5-year period.

HIDTA Designation

In 2013, 13 additional counties were designated as HIDTA:

- The Appalachia HIDTA gained Bradley County, Tennessee; Dickenson County, Virginia; and Wyoming and Raleigh Counties, West Virginia.
- The Atlanta-Carolinas HIDTA gained Rockingham County, North Carolina; and Florence and Horry Counties, South Carolina.
- The Gulf Coast HIDTA gained Forrest County, Mississippi.
- The Midwest HIDTA gained Williams County, North Dakota.
- The Northern California HIDTA gained Humboldt County, California.
- The Washington/Baltimore HIDTA gained Roanoke County, Virginia; and Cecil and Frederick Counties, Maryland.

Also in 2013, HIDTA designation was removed from five counties that no longer met the statutory requirements for HIDTA designation. Per Midwest HIDTA leadership's request, HIDTA designation was removed from Ramsey County, North Dakota. Per Rocky Mountain HIDTA leadership's request, HIDTA designation was removed from Grand, Moffat, and Routt Counties, Colorado, and Summit County, Utah.

Outlook

The HIDTA program will continue to allocate budget resources among the individual HIDTAs to fund targeted law enforcement initiatives based on the unique drug threats facing each area. This threat assessment is provided by each HIDTA to ONDCP as part of its annual budget request documentation.

ONDCP requires that, as part of their annual assessment of the regional drug threat and their strategy development, HIDTA Executive Boards review the designated counties in their region to ensure each continues to meet the statutory requirements for such designation. This review is essential to prioritize resources to meet the constantly changing drug trafficking threat.

The HIDTA program will strive to continue to support initiatives that provide resources to carry out coordinated multi-state activities intended to address specific drug trafficking threats.

ONDCP expects the HIDTA program will remain a key component of our national effort to reduce drug use and its consequences.